Joint Information Meeting

TOWN COUNCIL & COUNTY COMMISSIONER MEETING

April 6, 2020
3:00 PM
Town Council Chambers
Chair: Mayor Pete Muldoon

NOTICE: THE VIDEO AND AUDIO FOR THIS MEETING ARE STREAMED TO THE PUBLIC VIA THE INTERNET AND MOBILE DEVICES.

I. WEBEX LINK FOR PUBLIC PARTICIPATION

Meeting ID: **962 301 879** Password: **toj** To join, click on the link or copy it to your browser: https://townofjacksonwy.webex.com/townofjacksonwy/onstage/g.php?MTID=ec3878e1e27aa30c7cc9d4922f2a193e3

If the link does not work, join through webex.com with the meeting ID and password provided above.

II. CALL TO ORDER, ROLL CALL, AND ANNOUNCEMENTS

III. PUBLIC COMMENT

This section of the agenda is reserved for public comments on items that are not on today's agenda.

IV. CONSENT CALENDAR

A. Meeting Minutes
   1. March 2, 2020 regular JIM
   2. March 12, 2020 special JIM
   3. March 16, 2020 special JIM

V. DISCUSSION/ACTION ITEMS

A. RFQ Award for Employee Generation by Land Use Study (Housing Nexus) (Tyler Sinclair & John Graham, 30 Minutes)

B. Comprehensive Plan Indicator Report (Tyler Sinclair & Kristi Malone, 45 Minutes)

VI. MATTERS FROM COUNCIL, COMMISSIONERS AND STAFF

VII. PROPOSED ITEMS FOR FUTURE JOINT INFORMATION MEETINGS

Please note that at any point during the meeting, the Chairman or Mayor may change the order of items listed on this agenda. In order to ensure that you are present at the time your item of interest is discussed, please join the meeting at the beginning to hear any changes to the schedule or agenda.

A. 5/4 Growth Management Plan
B. 5/4 FY 2021 Budget for Jackson Hole Airport Board
C. 5/4 FY 2021 Budget for Jackson Hole Travel & Tourism Board
D. 5/4 FY 2021 Budget for Energy Conservation Works
E. 5/4 Housing Restriction Template for Banked Unit
F. 5/4 Additional Penny of Sales Tax Discussion
G. 5/4 Planning Department Work Plan
H. 5/4 Proposals for Recreation Center Expansion
I. 5/4 RFQ Pathways Master Planning Update
J. 5/4 Consideration of START Route Plan for 2020-2025
K. 5/7 SpJIM. Joint Department Budget Review
L. 6/1 Integrated Transportation Plan
M. 6/1 Human Services Study

VIII. ADJOURN

Please note that at any point during the meeting, the Chairman or Mayor may change the order of items listed on this agenda. In order to ensure that you are present at the time your item of interest is discussed, please join the meeting at the beginning to hear any changes to the schedule or agenda.

JOINT INFORMATION PROCEEDINGS - UNAPPROVED
TOWN COUNCIL AND BOARD OF COUNTY COMMISSIONERS MEETING

MARCH 2, 2020 **JACKSON, WYOMING**

The Jackson Town Council met in conjunction with the Teton County Commission in a special joint information meeting (JIM) located in the Town Council Chambers located at 150 East Pearl Avenue at 3:02 P.M. Upon roll call the following were present:

TOWN COUNCIL: Mayor Pete Muldoon, Hailey Morton Levinson, Arne Jorgensen, Jim Stanford, and Jonathan Schechter.

COUNTY COMMISSIONERS: Chair Natalia Macker, Luther Propst, and Greg Epstein. Mark Barron and Mark Newcomb were absent.

STAFF: Larry Pardee, Roxanne Robinson, Tyler Sinclair, Lea Colasuonno, Todd Smith, Roger Schultz, Floren Poliseo, Sherry Daigle, Matt Carr, Alyssa Watkins, Keith Gingery, Chris Neubecker, Kristen Waters, Amy Ramage, Heather Overholser, Amy Evans, Brady Hansen, Mike Moyer, Darren Brugmann, and Sandy Birdyshaw.

Public Comment. None.

Consent Calendar. On behalf of the Town, a motion was made by Jim Stanford and seconded by Hailey Morton Levinson to approve the consent calendar including Item A as presented with the following motion. On behalf of the County, a motion was made by Greg Epstein and seconded by Luther Propst to approve the consent calendar including Item A as presented with the following motion. There was no public comment on the Consent Calendar.

A. **Meeting Minutes**. To approve the January 30, 2020 special JIM and February 3, 2020 special JIM meeting minutes as presented.

The vote showed all in favor and the motion carried for the Town.
The vote showed all in favor and the motion carried for the County.

Coronavirus Update. Jodie Pond, Director of Heath at Teton County Health Department, and Dr. Paul Beaupre, Chief Executive Officer at St. John's Health, gave an update to the Council and Commission on community preparedness, where to find information, individual readiness, and hospital readiness as relates to the coronavirus.

The Council and Commission held discussion with Ms. Pond, Dr. Beaupre, and Keith Gingery as attorney for the Board of Health.

Dispatch Task Force Report Update. Alyssa Watkins made staff comment on a taskforce who had considered issues facing dispatch and who had provided ideas to solve them. Taskforce members included Sheriff Matt Carr, Lt. Chett Hooper, Communications Manager Riclyn Betsinger, JPD Chief Todd Smith, Lt. Roger Schultz, BCC Administrator Alyssa Watkins, Director of Human Resources Julianne Fries, Town Manager Larry Pardee, Assistant Town Manager Roxanne Robinson, JH Fire/EMS Chief Brady Hansen, Battalion Chief Mike Moyer, and Teton County Emergency Management Coordinator Rich Ochs. The taskforce produced a list of twenty-five concepts that could make a significant impact on dispatch services. The goal was to answer the fundamental question of *What actions will ensure reliable dispatch services into the future*? Sheriff Matt Carr made comment.

Greg Epstein left the meeting at 4:13 p.m. A quorum was no longer present for the County Commissioners.

On behalf of the Town, a motion was made by Arne Jorgensen and seconded by Jim Stanford to direct Town staff to pursue the most cost efficient and effective approach to dispatch and present that during the budget process. The vote showed all in favor and the motion carried for the Town.

Traffic Modeling Update. Amy Ramage made staff comment and introduced Keir Opie and Sean McAtee of Cambridge Systematics. Messrs. Opie and McAtee presented the travel demand model and traffic operational simulation, outlined next steps, and explained how the model could be used for ongoing transportation planning.

No motion was made on this item.

Adjourn. On behalf of the Town, a motion was made by Hailey Morton Levinson and seconded by Arne Jorgensen to adjourn to executive session to consider matters concerning litigation to which the governing body is a party or proposed litigation to which the governing body may be a party in accordance with Wyoming Statute 16-4-405(a)(iii) and to discuss personnel matters in accordance with Wyoming Statute 16-4-405(a)(ii). The vote showed all in favor and the motion carried for the Town. Chair Macker adjourned the County Commissioners. The meeting adjourned at 4:59 p.m. minutes:spb

TOWN OF JACKSON

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ATTEST: Pete Muldoon, Mayor

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Sandra P. Birdyshaw, Town Clerk

Publish JH News & Guide: March 11, 2020

SPECIAL JOINT INFORMATION PROCEEDINGS - UNAPPROVED
TOWN COUNCIL AND BOARD OF COUNTY COMMISSIONERS MEETING

MARCH 12, 2020 **JACKSON, WYOMING**

The Jackson Town Council met in conjunction with the Teton County Commission in a special joint information meeting (JIM) located in the Town Council Chambers located at 150 East Pearl Avenue at 11:01 A.M. Upon roll call the following were present:

TOWN COUNCIL: Vice-Mayor Hailey Morton Levinson, Arne Jorgensen, Jim Stanford, and Jonathan Schechter. Mayor Pete Muldoon joined by telephone.

COUNTY COMMISSIONERS: Chair Natalia Macker, Mark Newcomb, Mark Barron, and Greg Epstein. Luther Propst joined by telephone.

STAFF: Larry Pardee, Roxanne Robinson, Tyler Sinclair, Lea Colasuonno, Susan Scarlata, Carl Pelletier, Chief Todd Smith, Roger Schultz, Alyssa Watkins, Erin Weisman, Keith Gingery, Sheriff Matt Carr, Kristen Waters, Melissa Shinkle, Katie Smits, Rich Ochs, Chief Brady Hansen, April Norton, Darren Brugmann, Steve Ashworth, Jodie Pond, and Sandy Birdyshaw.

Vice-Mayor Morton Levinson stated that Mayor Muldoon was not able to physical attend the meeting as he had been diagnosed with the flu and asked that the Council's meeting rules be suspended to allow him to participate by telephone. A motion was made by Jim Stanford and seconded by Arne Jorgensen to suspend Section 3. Quorum in Chapter 2 of the Town Council's Rules and Procedures to allow Mayor Muldoon to fully participate in this special meeting by telephone. Vice-Mayor Morton Levinson called for the vote. The vote showed all in favor and the motion carried for the Town.

Vice-Mayor Morton Levinson stated this special meeting was to talk about COVID-19 and large special events upcoming in the town and county. The Town and County were working with local, regional, and state health officials to prepare for local cases of the virus and ensure effective communication and coordination. She urged the community to work together to protect the vulnerable members of our community and first responders. Social distancing seems to have been an effective measure against the virus spreading. Chair Macker thanked those who have been working around the clock to inform and advance our community planning, our goal is to mitigate the impacts and slow transmission as much as possible. The Town and County are addressing continuity of operations within the government.

COVID-19 and Special Event Planning. Dr. Paul Beaupre, the Chief Executive Office of St. John's Health, commented on social distancing, calling the hotline to review symptoms before going to doctor or emergency room to reduce the risk to healthcare providers, and testing capabilities. Jodie Pond, Director of Teton County Public Health presented a situational and regional awareness update, mitigation for large events, testing capabilities, CDC mitigation guidelines, having a very narrow opportunity to intervene so the healthcare system is not overwhelmed. The Council and Commission held discussion with Ms. Pond and Dr. Beaupre.

Jackson Hole Fire and EMS Chief Brady Hansen, Chief of Police Todd Smith, and Emergency Management Coordinator Rich Ochs made staff comment. The Council and Commission held discussion with staff.

Public comment was given by: Mary Kate Buckley of the Jackson Hole Mountain Resort regarding the Rendezvous Fest, Anna Olsen of the Chamber of Commerce regarding economics, Cory Milligan of New West Knife Works, Virginia Simmons, Dr. Gillian Chapman Superintendent of Teton County School District, Jeff Golighty of Snow King Mountain Resort, Bob Culver, Megan Gallagher from Jackson Hole Food and Wine, Brian Gallagher of the Jackson Hole Travel and Tourism Board, and Jim Waldrop of The Wort Hotel and Million Dollar Cowboy Bar.

Because the continuation of these special events presents a clear and present danger to the participants and the public, a motion was made by Jim Stanford and seconded by Arne Jorgensen to direct the Town Manager to revoke the special event permit and any other associated permits for the following events the March 19-22 World Championship Hill Climb, the March 20 Octane Addictions, and the March 27 Rendezvous Music Fest on the Town Square. Vice-Mayor Morton Levinson called for the vote. The vote showed all in favor and the motion carried for the Town.

On behalf of the County, a motion was made by Mark Newcomb and seconded by Greg Epstein to direct the Board of County Commissioners' Administrator to deny or revoke Compliance Certificates for the following events, the March 21 Quarter Cookout at the Stilson lot and the March 26-29 Jackson Hole Rendezvous Fest in the Mountain Resort parking lot, for the reasons of public health nuisance. Chair Macker called for the vote. The vote showed all in favor and the motion carried for the County.

Adjourn. On behalf of the Town, a motion was made by Jonathan Schechter and seconded by Jim Stanford to adjourn. The vote showed all in favor and the motion carried for the Town. On behalf of the County, a motion was made by Mark Barron and seconded by Greg Epstein to adjourn the meeting. The vote showed all in favor and the motion carried for the County. The meeting adjourned at 12:32 p.m. minutes:spb

TOWN OF JACKSON

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ATTEST: Hailey Morton Levinson, Vice-Mayor

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Sandra P. Birdyshaw, Town Clerk

Publish JH News & Guide: March 18, 2020

SPECIAL JOINT INFORMATION PROCEEDINGS - UNAPPROVED
TOWN COUNCIL AND BOARD OF COUNTY COMMISSIONERS MEETING

MARCH 16, 2020 **JACKSON, WYOMING**

The Jackson Town Council met in conjunction with the Teton County Commission in a special joint information meeting (JIM) located in the Town Council Chambers located at 150 East Pearl Avenue at 12:30 P.M. Upon roll call the following were present:

TOWN COUNCIL: Mayor Pete Muldoon, Vice-Mayor Hailey Morton Levinson, Arne Jorgensen, Jim Stanford, and Jonathan Schechter.

COUNTY COMMISSIONERS: Chair Natalia Macker, Mark Newcomb, Greg Epstein joined by WebEx. Luther Propst joined by telephone. Mark Barron arrived at 12:39 p.m.

STAFF: Larry Pardee, Roxanne Robinson, Tyler Sinclair, Lea Colasuonno, Susan Scarlata, Carl Pelletier, Chief Todd Smith, Michelle Weber, Chief Brady Hansen, Alyssa Watkins, Erin Weisman, Sheriff Matt Carr, Keith Gingery, Rich Ochs, Darren Brugmann, and Sandy Birdyshaw

OTHERS: Teton District Health Officer Dr. Travis Riddell and Teton County Public Health Director Jodie Pond. St. John's Health Chief Executive Officer Dr. Paul Beaupre joined by telephone.

START BUS SERVICE CHANGES IN RESPONSE TO COVID-19 AND GENERAL COVID-19 PREVENTION MEASURES. Since the Teton County Commissioners authorized the Town Manager and Transit Director to approve levels of bus service recommended by the START Board during the Coronavirus emergency at their 9:00 a.m. meeting this item was not heard during this meeting, nor acted upon by the Town Council. Keith Gingery made comment on the County's action toward COVID-19 prevention measures, powers of the state and district health officers, Health Order 20-1 issued which prohibited gatherings over fifty people, orders issued by other jurisdictions, and a proposed order coming out soon.

Mark Barron arrived at 12:39 p.m.

Dr. Travis Riddell made comment on the status of Teton County and the region amid the COVID-19 pandemic, and Health Orders issued by local and state health officials. The Council and Commission held discussion with Dr. Riddell, Dr. Beaupre, and Rich Ochs on preventive steps to protect the health and welfare of the community, disaster relief response programs, volunteer programs, schools, coordinating with state messaging, and attempts of staying ahead of the virus's progression.

Adjourn. On behalf of the Town, a motion was made by Hailey Morton Levinson and seconded by Jim Stanford to adjourn. The vote showed all in favor and the motion carried for the Town. On behalf of the County, a motion was made by Mark Barron and seconded by Mark Newcomb to adjourn the meeting. The vote showed all in favor and the motion carried for the County. The meeting adjourned at 1:43 p.m. minutes:spb

TOWN OF JACKSON

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Pete Muldoon, Mayor

ATTEST:

_____
Sandra P. Birdyshaw, Town Clerk

Publish JH News & Guide: March 25, 2020

BOARD OF COUNTY COMMISSIONERS

TOWN COUNCIL

JOINT INFORMATION MEETING

AGENDA DOCUMENTATION

PREPARATION DATE: April 2, 2020
MEETING DATE: April 6, 2020

SUBMITTING DEPARTMENT: Affordable Housing
DEPARTMENT DIRECTOR: April Norton
PRESENTER: John Graham, Deputy County Attorney
Tyler Sinclair, Com. Development Director

SUBJECT: Award of Housing Nexus Study Contract

STATEMENT/PURPOSE

To consider approving the award of the Housing Nexus Study.

BACKGROUND/ALTERNATIVES

As detailed in the January 28, 2020 staff report, the Town of Jackson and Teton County are preparing to conduct a new Housing Nexus Study. The purpose of this study is to update the 2013 Housing Nexus Study and provide accurate data about employee generation in Teton County. As discussed at the prior Joint Information Meeting, this study will not mandate specific mitigation rates. Instead, it will provide data about the number of employees generated by new business and residential development, total employment rates by job sector, and outline the maximum, legally defensible limits of any mitigation program. The Teton County Board of County Commissioners and the Jackson Town Council approved a request for qualifications (RFQ) for a consultant to conduct this study at the January 28, 2020 Joint Information Meeting.

Three entities submitted responses: Raftelis, Clarion Associates, and Place Dynamics

After reviewing these three proposals, it became apparent that the Housing Director had a conflict of interest under Teton County policy 2-6-3 because an immediate family member was part of the Raftelis team. As a result, the County Attorney's Office facilitated the stakeholder group evaluation of the RFQ responses.

The stakeholder group included:

- Chris Neubecker, Teton County Planning Director
- Paul Anthony, Town of Jackson Planning Director
- Tyler Sinclair, Town of Jackson Community Development Director
- Anna Olson, Jackson Hole Chamber of Commerce
- Anne Schuler, Town of Jackson Planning Commission
- Elizabeth Hutchings, Housing Advocate
- Eric Steinmann, Statistician
- Glen Esnard, Teton County Planning Commission

- Laura Bonich, Jackson/Teton County Housing Supply Board
- Rob DesLauries, Developer
- Skye Schell, Jackson Hole Conservation Alliance
- Tyler Davis, Jackson Hole Working

The stakeholder group voted unanimously, with the Town and County staff members on the stakeholder group abstaining from voting for either proposal, to recommend awarding the Nexus Study to Raftelis, with the conditions that any final contract 1) provide more details on the methodology that will be used to calculate employee generation, 2) finalize anticipated staffing hours with an emphasis on reducing hours by transferring more hours to consultants that have specific experience with mitigation studies, and 3) provides more detail on how the consultant will engage with the local business community.

Staff concurs with the first two conditions from the stakeholders. Regarding the third condition staff notes that it was anticipated that the stakeholder group would provide public oversight of this largely data driven study with no significant general public engagement occurring during the study itself. Instead general public engagement would largely occur during the policy discussion on potential changes to the overall housing strategy and mitigation rates coming out of the study. Staff is seeking direction on this point as it will affect the scope of work and timing of the study.

Staff has identified the following options for consideration:

1) **Proceed with the recommendation of the Stakeholder group described above.**
2) **Add the Housing Nexus Study to the 2021 Comprehensive Plan Work Plan for consideration.**
   Due to the delay in presenting this report as a result of COVID-19 pandemic, the 2021 Comprehensive Plan Work Plan is scheduled to be presented at the next JIM on May 4, 2020. Staff finds that by adding this project to the Work Plan it could be looked at comprehensively in the context of all other projects identified to be completed, prioritized and funded during the next fiscal year. This could include placing the completion of this study in a future year to address some of the considerations below.
3) **Consider a Phased/Reduced Scope of Work.**
   Due to possible concerns over the estimated budget to complete the overall study and timing of the study at this time staff has discussed considering a phased/reduced scope of work as follows:
   - Phase 1: Reduce the scope to only include data desired to move forward with discussing our housing mitigation program and approach as follows:
     - # of employees generated by bricks and mortar and non-brick and mortar businesses
     - Wages earned by employment type compared to affordability of housing
     - Do not calculate the % of workforce living locally at this time due to uncertainty and changing circumstances related to COVID-19.
   - Phase 2: Complete the necessary additional legal work and data analysis to update the nexus study to serve as the basis for updating the Land Development Regulations to reflect desired amendments to the housing mitigation program determined in phase 1. In addition, calculating and determining a methodology for determining what % of work force is living locally would be completed.

Staff has also considered whether this is the appropriate time to conduct a largely data-based study in this time of uncertainty and offer the following thoughts for consideration:

- The study will allow the community to better understand our housing costs, affordability and economy over the past decade to make data-based decisions going forward; there have been many questions raised regarding job growth and affordability over past Comp Plan indicator reports with little data to support any conclusions
- COVID-19 is not unique to Jackson, it is a global pandemic with global impacts that will be felt locally
- The long-term trends and drivers to be analyzed in the study will not be largely affected
- Setting mitigation rates based upon true costs will largely not be affected by the pace of development

- There may be difficulty discussing long term data trends in a short term environment that looks different
- Overall uncertainty may lead to lack of confidence in the study and direction

ATTACHMENTS

- Raftelis response to the RFQ
- Clarion Associates response to the RFQ
- Place Dynamics response to the RFQ
- JIM staff report dated January 28, 2020

FISCAL IMPACT

- Raftelis has estimated that the cost of the nexus study would be $172,986, for 860 hours of work ($201 an hour).
- Typically, the Town and County split contracts of this nature 50/50
- The Town has not budgeted for this expense in the current fiscal year and thus a budget amendment would be required to fund the project.
- The County has not budgeted for this expense in the current fiscal year and thus a budget amendment would be required to fund the project.

STAFF IMPACT

This project will require significant staff time from multiple departments across the Town and County. While staff anticipated that this project would be managed by the Housing Department, if the Raftelis team is selected, a conflict of interest will require assigning the project to the Board of County Commissioners' Administrator, Alyssa Watkins, on a temporary basis. It is anticipated that the County or Town Planning Director or Town Community Development Director will ultimately need to be the Project Manager.

STAKEHOLDER ANALYSIS

Stakeholders include Town and County taxpayers, local working families, business owners, developers, and visitors. Input has been solicitated through the stakeholder group.

LEGAL REVIEW

Graham

RECOMMENDATION

The Stakeholder group recommends awarding the housing nexus study to Raftelis subject to satisfactory resolution of the three conditions discussed above.

Staff recommend continuing this item to the May 4, 2020 JIM when it can be considered as part of the 2021 Comprehensive Plan Work Plan.

SUGGESTED MOTIONS

Option 1

County

I move to continue the award of the Housing Nexus Study to the May 4, 2020 Joint Information Meeting to be presented along with the 2021 Comprehensive Plan workplan.

Town

I move to continue the award of the Housing Nexus Study to the May 4, 2020 Joint Information Meeting to be presented along with the 2021 Comprehensive Plan workplan.

Option2

County

I move to award the Housing Nexus Study to Raftelis and direct staff to negotiate and draft a contract with Raftelis, with a not to exceed amount incorporating the three conditions of approval of the stakeholder group, and as directed at this meeting for the Teton County Board of County Commissioners, as the contracting entity, to review and consider approval at a later meeting.

Town

I move to award the Housing Nexus Study to Raftelis, provided any final contract includes a not to exceed amount incorporating the three conditions of approval of the stakeholder group and as directed at this meeting and agree to reimburse Teton County 50% of all project costs.

RAFTELIS

ops strategies

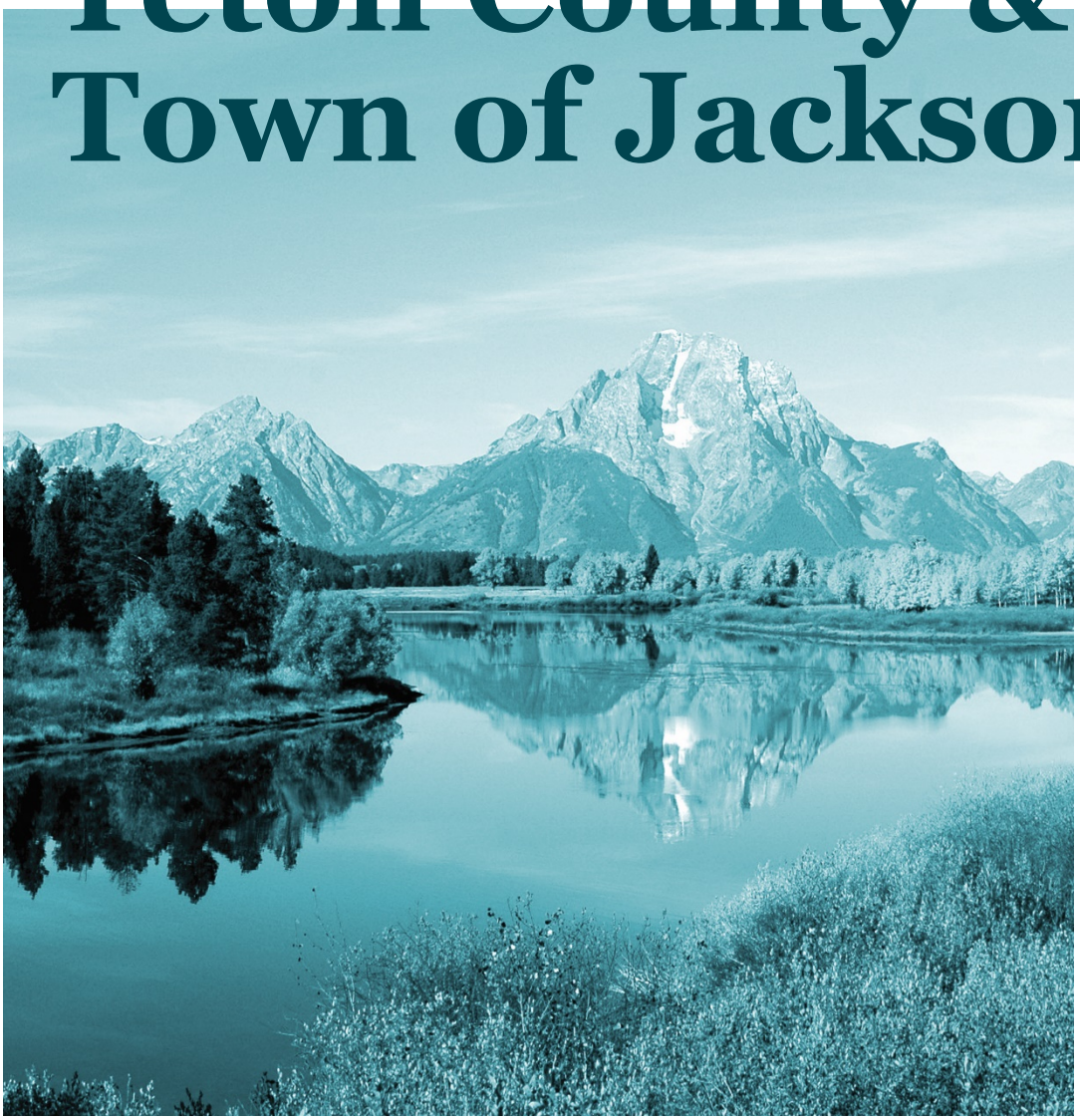
RPI consulting

WHITE & SMITH, LLC
PLANNING AND LAW GROUP

Employee Generation by Land Use Study

STATEMENT OF QUALIFICATIONS / FEBRUARY 27, 2020

Teton County & Town of Jackson



REGISTERED MUNICIPAL ADVISOR

Raftelis is registered with the U.S. Securities and Exchange Commission (SEC) and the Municipal Securities Rulemaking Board (MSRB) as a Municipal Advisor.

Registration as a Municipal Advisor is a requirement under the Dodd-Frank Wall Street Reform and Consumer Protection Act. All firms that provide financial forecasts that include assumptions about the size, timing, and terms for possible future debt issues, as well as debt issuance support services for specific proposed bond issues, including bond feasibility studies and coverage forecasts, must be registered with the SEC and MSRB to legally provide financial opinions and advice. Raftelis' registration as a Municipal Advisor means our clients can be confident that Raftelis is fully qualified and capable of providing financial advice related to all aspects of utility financial planning in compliance with the applicable regulations of the SEC and the MSRB.

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Photo on cover courtesy of chascar (Flickr)

RAFTELIS

February 27, 2020

Ms. April Norton
Director
Town of Jackson/Teton County Housing Department
320 South King Street, Box 575
Jackson, WY 83001

Subject: Proposal for Employee Generation by Land Use Study

Dear Ms. Norton:

As documented in the Town of Jackson (Town) and Teton County's (County) excellent 2019 Annual Indicator Report, the community is experiencing significant development that requires additional affordable housing. Furthermore, the Town/County's Comprehensive Plan establishes the goal of housing to be at least 65% of workforce locally. The Town/County have tracked and evaluated relative housing affordability over the past 20 years, most recently in 2013. External and local forces have continued to increase the gap between incomes and affordably-priced housing options. In 2018, the Town/County modified developer housing requirements to mitigate employment housing for employees who earn less than 200% of the median family income. The Town/County have issued a Request for Qualifications (RFQ) from respondents to provide approaches to update the understanding of this evolving, complex, and challenging issue.

Our consultant team is led by Raftelis and supported by OPS Strategies, RPI Consulting, and White & Smith.

Our team has the technical expertise and people skills to help the community reach a consensus on employee generation by land use. The enclosed details our proposed approach and methodology to address the following key study issues:

- Employee generation from both new development and redevelopment split between commercial and residential land uses
- Relationship between jobs and wages
- Net employee migration inflows into the County
- Updating the gap between income and sustainable housing options
- Employment generation from both "brick and mortar" and location independent businesses
- Housing mitigation strategies that reflect current employee generation

Andrew Rheem will serve as Project Director and will be responsible for quality assurance/control and ensuring the final products exceeds the Town/County's expectations for this study. Andrew has over 16 years of experience assisting local governments in evaluating and addressing development, financial, and economic issues. Andrew is currently the project manager for a comprehensive water and wastewater rate study being completed for the Town during a similar timeframe in 2020. Previously, Andrew assisted the Town in evaluating a contract customer dispute regarding water and wastewater rates and fees. As part of the ongoing comprehensive water and wastewater rate and capacity studies, we are a consulting partner with OPS Strategies.

Dwayne Guthrie will serve as Project Manager, overseeing and coordinating the consultant team. He is an expert in demographic analysis and has provided consulting services to approximately 160 local governments in 27 states, including a 2002 study on transit impact fees for Teton County. For 40 years, Dwayne has collaboratively worked with local government staff, citizens, stakeholders, and government leaders to make wise fiscal choices based on best practices related to nexus studies, infrastructure funding, and smart governance.

Alex Norton (OPS Strategies) will serve as the local liaison between the community and the Raftelis team. Alex will work with the Raftelis team to ensure the data collected is locally relevant and addresses the issues that have been identified through the Housing Action Plan, mitigation requirements update, and Growth Management Plan review. Alex will ensure that the implementation plan and options are locally feasible and drawing on history and local engagement to identify practical paths forward. Alex has extensive experience with local employment data, local housing implementation efforts, and regional housing policy that uniquely positions the Raftelis team to provide innovative and

insightful analysis. Alex will serve as the local point of contact and will organize and facilitate public and stakeholder outreach with the full support of the Raftelis team.

Tyson Smith (White & Smith) is nationally recognized as a planning and legal expert in impact fees and nexus studies with over 20 years of experience. He has worked in over 50 communities on impact fees, exactions, inclusionary housing, fees-in-lieu, and similar nexus studies. Tyson's broad perspective includes both legal and technical expertise. He collaborates with local stakeholders to reach consensus on defensible and effective housing mitigation studies and programs. Tyson also has experience solving housing affordability issues in Aspen, CO and Park City, UT. Tyson and Dwayne have worked together on numerous impact fee studies across the nation.

Gabe Preston (RPI Consulting) is based in Durango, CO and has worked on housing nexus studies for Telluride/San Miguel County and Aspen/Pitkin County. Gabe will augment Alex and Dwayne's planning expertise. Gabe and Dwayne are currently working on transportation impact fee studies for both La Plata and Pitkin County. In unincorporated Pitkin County, we used the assessor's parcel database and local traffic counts to document travel demand by size of residential unit, which is partly due to service sector employees. We used U.S. Census Bureau quarterly workforce data by place of work and assessor data to calibrate the average number of employees per thousand square feet of floor area for three general types of non-residential development.

Our team was comprised to develop innovative ideas to achieve the Town/County's affordable housing goals. We provide a perspective that may provide the foundation of future mitigation policies. The Raftelis team provides the following six advantages to the Town/County:

- **Communicating Recommendations that are Supported:** Whether the goal is to build support for a solution to a difficult challenge or communicating an understanding of technical problems to a non-technical audience, we have been there and done it successfully.
- **Translatable Expertise:** We have provided similar assistance to other resort communities assessing and mitigating this multi-faceted and complex issue.
- **Cross-Functional Team:** We have planning, legal, demographic, financial, economic, and facilitation expertise to efficiently and effectively address the key study issues.
- **Local Understanding:** Our team members familiarity and understanding of the Town/County key issues, history, and specific nuances underlying this study will support innovative and insightful approaches without retreading previous dead ends.
- **Full Suite of Services:** Raftelis subject matter experts are available to assist the Town/County with addressing the anticipated variety of technical, management, and/or communication issues that may be encountered.
- **Proven Experience:** Our team members have a proven track record assisting the Town/County in addressing difficult issues and balancing competing objectives while progressing towards long-term goals.

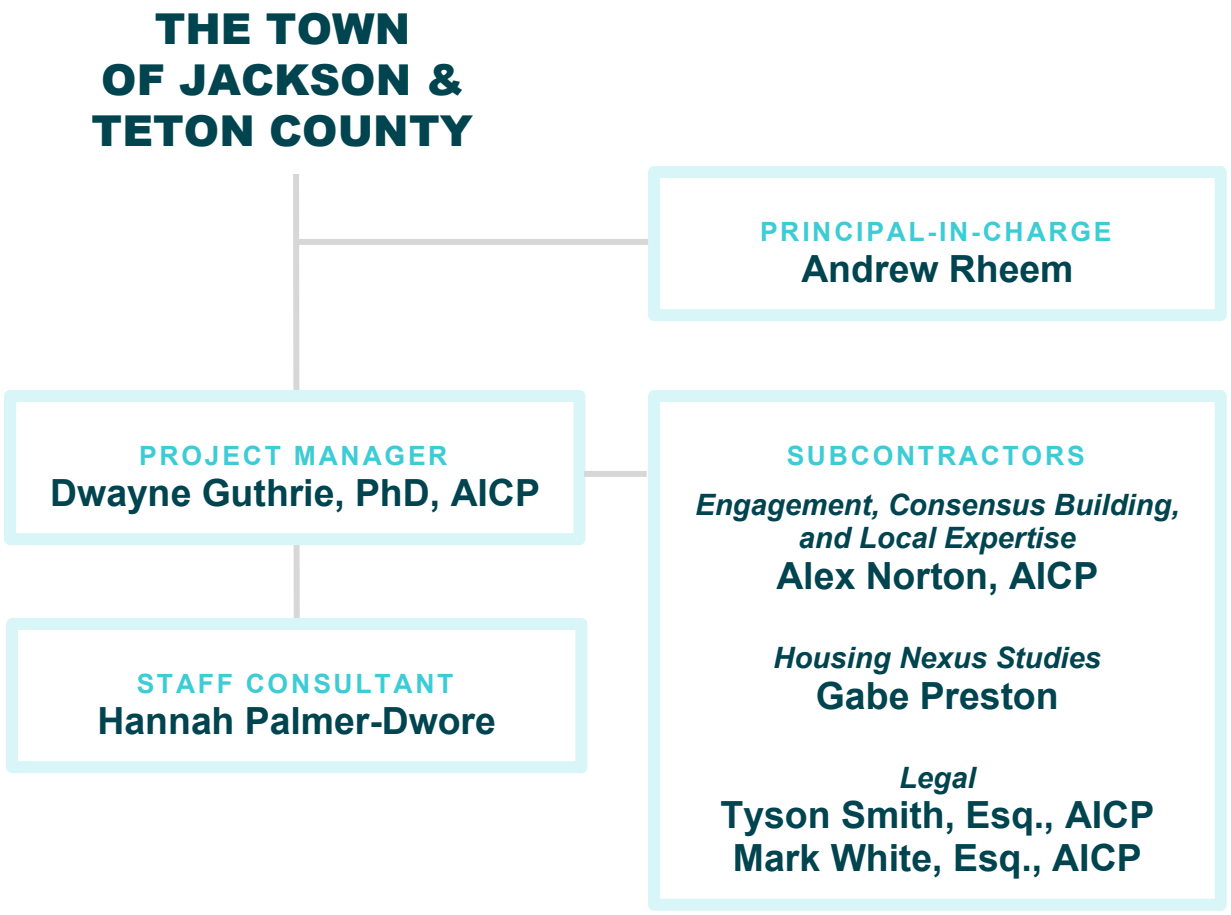
Should you have any questions, please contact Andrew Rheem at 303.305.1137 or arheem@raftelis.com

Sincerely,

Harold Smith
Executive Vice President

Qualifications

This section on our consultant team's qualifications starts with an organizational chart of the Project Team, then a brief description of each person's role, followed by resumes. The qualifications section concludes with firm experience, legal experience and references for Raftelis, OPS Strategies, RPI Consulting, and White & Smith.



TEAM ROLES

Andrew Rheem will be responsible for overall project accountability and will be available to provide quality assurance and control, industry perspective, and insights into the project. Andrew will also attend major project meetings and presentations to the County Commissioners and Town Council as part of the study and serve as the primary contact.

Dwayne Guthrie will manage the day-to-day aspects of the project ensuring it is within budget, on schedule, and effectively meets the Town/County's objectives. He will also lead the consulting staff in conducting analyses and preparing deliverables for the project working closely with County and Town staff.

Hannah Palmer-Dwore will work at the direction of Dwayne in conducting quantitative analyses, preparing deliverables, and providing GIS support for the consultant team.

Alex Norton is a local planner who has experience with employment data, housing implementation efforts, regional housing policy, and community engagement. He will serve as a local liaison, organizing public and stakeholder outreach. Alex will also help the consultant team tailor recommendations to fit the community assisting Dwayne and Gabe in collecting, analyzing and developing study findings and recommendations.

Gabe Preston will provide input and guidance as a Subject Matter Expert for the employee generation and affordable housing nexus study.

Tyson Smith and Mark White will provide input and guidance as a Subject Matter Expert for the legal aspects of this project.

Andrew Rheem

PRINCIPAL-IN-CHARGE

Senior Manager (Raftelis)

PROFILE

Andrew has been providing financial planning, impact fee and rate consulting services to local governments and water, wastewater, reclaimed water, and stormwater utilities and local government for 17 years, including studies for the Town of Jackson and numerous Southwestern U.S. local governments and municipal utilities. He has served as principal-in-charge and/or project manager for multiple long-standing clients providing a range of municipal financial planning, rate and impact fee assistance through multiple engagements. Andrew is a board member of the Growth and Infrastructure Consortium (formerly the impact fee round table) and served as the 2018 conference president held in Scottsdale. Andrew is also a skilled presenter and has presented study findings and recommendations to management and governing bodies. Andrew holds Bachelors in Business Administration, Finance and Accounting from the University of Michigan - Ann Arbor.

KEY PROJECT EXPERIENCE

Town of Jackson (WY)

Mr. Rheem is the Project Manager for an on-going Comprehensive Water and Wastewater Rate and Tap Fee Study initiated in November 2019 and anticipated to be completed in September 2020. As part of the study, Mr. Rheem is helping facilitate five meetings with a Citizen Rate Committee (CRC). The CRC is group of local stakeholders tasked with assisting Raftelis and Town staff develop alternatives for consideration by the Town Council. Separate stakeholder meetings, public hearings and Town Council presentations are anticipated in Summer 2020 to be led by Mr. Rheem.

Mr. Rheem also served as the Project Manager for 2018 project for the Town of Jackson. A contract customer of the Town's water and sewer system had raised questions about user charges and rates for service. Town staff retained Raftelis to review the updated rate calculations and overall rate methodology that served as the basis for the contract customer rates. Raftelis reviewed the rate calculations working closely with Town staff to review the claim as well as to formally respond the contact customers representatives.

City of Prescott (AZ)

Mr. Rheem served as the Project Manager for a separate water and wastewater rate study and solid waste rate studies completed in 2019. Rate study recommendations were adopted with multi-year rate adjustments in place starting April 1, 2019 and subsequent annual adjustments in place January of each year through 2023. Mr. Rheem presented at multiple City Council meetings and public hearings and helped to facilitate four meetings with a developer stakeholder group assembled to provide advice to City Council regarding the impact fee analyses. Mr. Rheem also served as the Project Manager for a utility development impact fee study completed in 2019 with proposed impact fees implemented effective August 1, 2019.

Mr. Rheem also served as the Project Manager for a 2014 utility and non-utility development impact fee and water and wastewater rate study. We also assisted the City during the public hearing and public notice process as part of the non-

Specialties

- Impact fee consulting services for utility & non-utility fee categories including managing studies completed under different legislative guidance in Wyoming, Arizona, Colorado, Utah, & Montana
- Impact fee, financial, rate, fee, & bond feasibility consulting services for local governments and water, sewer, reclaimed, & stormwater utilities

Professional History

- Raftelis: Senior Manager (2019-present); Manager (2014-2018); Senior Consultant (2013)
- Red Oak Consulting: Principal Management & Utility Rate Consultant (2003-2013)

Education

- Bachelors in Business Administration, Finance & Accounting - University of Michigan at Ann Arbor (1999)

Certifications

- Series 50 Municipal Advisor Representative

Professional Memberships

- Growth & Infrastructure Consortium Board of Directors
- AWWA
- WEF

utility and utility development impact fee update adopted in May 2014. Recommendations and findings were summarized in the study report and presented to City Council for adoption and implementation in 2015.

Town of Berthoud (CO)

Mr. Rheem was the Project Manager for a water, wastewater and stormwater financial plan, plant investment fee and rate study for each utility. The study included a financial planning, plant investment fee and 2018 rate review for each utility. Raftelis developed and proposed a stormwater plant investment fee which was adopted and implemented by the Town. Raftelis worked with Town staff and the Town's engineering consultant to review and refine a multi-year capital plans and financial planning models. Following review of multiple scenarios, a multi-year financial plan and annual rate adjustments as well as proposed modification to the water system plant investment fee and creation of a new stormwater plant investment fee were finalized. The study findings and recommendations were documented within a study report and presented to the Town Board and implemented in late 2017.

Mr. Rheem also served as Project Director for study which evaluated establishing a separate fee structure for one-time system development fees assessed to new or increased developments. The Town has a master planned community constructing smaller homes with less outdoor space and Raftelis worked with City staff to review equitable one-time charges for new single-family residential detached homes with smaller finished square feet and lots than more traditional developments. The results of the study were presented to the Town Board and adopted in September 2019. Mr. Rheem is the Project Director of an on-going non-utility development impact fee study being completed for the Town.

El Paso Water Utilities (TX)

Mr. Rheem served as Project Manager for a variety of engagements completed for El Paso Water Utilities since 2003. Mr. Rheem served as project manager for sixteen annual updates of wholesale water and wastewater financial planning and cost-of-service rate models using the base-extra capacity method. Individual wholesale customer reports are issued at the completion of the annual studies. Recent studies include development of excess-strength customer surcharges, retail water rate design, assisting the utility evaluate alternative cost recovery approaches for a master planned community outside the City, replacing utility financial models, and an innovative Growth-Related Infrastructure Surcharge anticipated to be assessed to new development in addition to impact fees to fully recover the cost of expansionary or growth-related infrastructure serving new development. Mr. Rheem is currently leading the annual update of wholesale water and sewer rates.

City of Steamboat Springs (CO)

Mr. Rheem served as Project Manager for comprehensive water and wastewater rate studies for the City of Steamboat Springs completed in 2010, 2016, and 2019. Separate water and wastewater financial planning models were updated as part of each study to evaluate current and potential funding sources to support each utility operation over the next ten years including future adjustments necessary to fund operations and the annual capital project requirements (including regulatory driven and capacity expansion improvements) and maintain a financially viable utility. A cost-of-service evaluation was then completed for each utility. The results of the cost-of-service and financial planning tasks were integrated into developing three water rate structure alternatives and two wastewater rate structure alternatives for full-service City customers and a single alternative for wholesale water and sewer customers as part of the 2016 study. In 2010 and 2019, the City maintained the same structure, but modified rates to maintain customer class cost-of-service by the third year of a three-year rate schedule adopted by City Council. The utility tap fees were also updated as part of the study. The findings and recommendations were presented to City Council and summarized in a report issued at the completion of each study.

Mt. Werner Water and Sanitation District (CO)

Mr. Rheem served as Project Manager for comprehensive water and wastewater rate studies completed in 2016 and 2019 for the Mt. Werner Water and Sanitation District serving Steamboat Ski Resort as well as residential and commercial customers nearby. Separate water and wastewater financial planning models were developed to evaluate current and potential funding sources to support each utility operation over the next ten years including future adjustments necessary to fund operations and the annual capital project requirements and maintain a financially viable utility. A cost-of-service evaluation was then completed for each utility as part of the 2016 study. The results of the cost-of-service and financial

planning tasks were integrated into developing two water rate structure alternatives and two wastewater rate structure alternatives for full service District customers. The utility tap fees were also updated during both studies. The findings and recommendations were presented to the District Board and summarized in a report issued at the completion of each study. Electronic copies of models created as part of the study were delivered to the District for their use. Mr. Rheem also led efforts to assist the District evaluate and implement an Available of Service Fee assessed to undeveloped properties throughout the District to recovery a portion of debt funded pipeline facility capacity and consistent with Colorado Statutes.

City of Boulder (CO)

Mr. Rheem served as the Project Manager for a comprehensive water, wastewater and stormwater rate assessment and to develop rate alternatives for each utility. The study included a detailed review of policies and practices incorporated in separate utility rate models maintained and updated by the City for validation and/or modification as well as a comprehensive review of improvements to the utility rate structures. The City implemented an individualized customer water budget based rate structure in 2007 and this study will include a review of the water rate structure and modifications to improve the effectiveness after ten years informed by City experience and Raftelis experience elsewhere. The City's wastewater utility faces increased capital costs associated with increased regulatory requirements combined with repair and replacement requirements. The City's stormwater collection and drainage systems are faced with equitably recovering increased operating and capital requirements associated with increasing storm drainage service levels following the flooding experienced by the City in the fall of 2013. The alternative rate structures will be completed to the existing rate structure updated for increased utility revenue needs and a January 1, 2018 effective date. Raftelis also reviewed the City's revenue requirement and provided recommendations to the Utility debt service coverage and cash reserve policies.

Throughout the project Raftelis has worked extensively with City staff to review and refine study findings and recommendations. Raftelis and City staff presented interim and will present final study recommendations to the standing Water Resource Advisory Board (WRAB) to provide direction regarding policies, practices and adjustments to the utility rate structure for review and approval by City Council.

City of Peoria (AZ)

Mr. Rheem served as the Project Manager for a water, wastewater and water resource utility expansion (development impact fee) study which is nearing completion. As part of this update, an additional water service area is being established with updates to existing water, wastewater, and water resource service area based development impact fees. Mr. Rheem assisted the City present interim and draft study recommendations as part of two separate development community stakeholder meetings, assisted the City at public hearings and City Council presentations. Mr. Rheem also helped develop development specific credit and reimbursements for major developments which constructed, oversized and dedicated utility facilities that are also recovered through utility development impact fees serving other developments.

PRESENTATIONS

- "Conducting Audit of Infrastructure Improvements Under Arizona Revised Statutes 9-463.05 - Scottsdale Arizona Case study," Growth Infrastructure Consortium Conference, 2016
- "How Lake Havasu City's Pro-Active Wastewater Asset Management Program Makes Every Dollar Count," AZ Water Conference, 2016
- "Expense, Project and Budget Management Tactics to Provide Wastewater Service Delivery Without Increasing Rates," AZ Water Conference, 2016
- "Comparing Utility Rates, Fees and Financial Results," Colorado Special Districts Association Conference, 2016
- "Utility Financial Planning in Advance of Issuing Debt," 2015 Water Bond Workshop, 2015
- "Time for a Change? El Paso Water Utilities Considers a New Rate Structure," Utility Management Conference, 2015
- "CIP Planning - Cradle to Grave," Colorado Government Finance Officers Association Metro Coalition Workshop, 2009
- "Mixed Use Water and Wastewater Rates and Development Fees - City of Longmont Case study," Rocky Mountain Section American Water Works Association/Water Environment Federation, 2006
- "Revenues, Water Rates, and Reserves," Colorado Government Finance Officers Association 3rd Quarter 2007 Educational Seminar, 2007

Dwayne Guthrie, PhD, AICP

PROJECT MANAGER

Manager (Raftelis)

Specialties

- Impact fees
- Infrastructure needs & funding strategies
- Fiscal impact analysis
- Smart governance

Professional History

- Raftelis: Manager (2018-present)
- Manatee County, FL: Impact Fee Manager (2017)
- TischlerBise: Principal (2012-2017); Consultant (1988-2010)
- Catholic University of America in Washington, DC: Associate Professor (2010-2012)
- Engineering Firm in Tampa, FL: Planner (1987-1988)
- Planning Commission in Tampa, FL: Planner (1979-1987)

Education

- Doctor of Planning, Governance, & Globalization - Virginia Tech (2007)
- Master of Arts in Urban & Regional Planning - University of Florida (1979)
- Bachelor of Arts in Education - University of Florida (1977)

Professional Memberships

- American Planning Association
- Arizona Chapter of the American Planning Association
- Institute of Transportation Engineers

PROFILE

Dwayne is currently a Manager with Raftelis. Prior to joining Raftelis, he served as the Impact Fee Manager for Manatee County, Florida. During 2017, he drafted an extensive revision to the Land Development Code related to impact fees, along with an Impact Fee Procedures Manual. The latter provides clarification of impact fee credits necessary to account for construction of major roads by developers. For a major portion of his career, Dwayne worked as a planning consultant for cities and counties across America. He directly interacted with top administrators and elected officials regarding best practices for impact fees, infrastructure funding, placemaking, and redevelopment strategies. Dwayne primarily assists local governments with the challenges of growth management, infrastructure planning, and funding strategies. He specializes in demographic analysis, development impact fees, capital improvements plans, fiscal evaluations, and consensus building with stakeholders. During the preparation of impact fee programs for approximately 160 local governments in 27 states, Dwayne helped community and government leaders make tough fiscal choices, while successfully managing all aspects of the consulting process. Dwayne's research interests include quantitative methods, spatial thinking, and smart governance (i.e. the interaction of land use, infrastructure, and revenue strategies). His career began as a public sector planner in Florida. Dwayne has 40 years of experience as a professional planner. His career includes 31 years of work as a planning consultant and 9 years of public sector experience.

KEY PROJECT EXPERIENCE

For these projects, professional planners provided comprehensive service from start-up to conclusion, for each client. Typical assignments require three to six months and include staff interviews, data gathering, technical analysis, report writing, stakeholder meetings, and presentations at public forums. The following work products provide a representative sample.

City of Meridian ID

In 2019, Raftelis updated development impact fees for parks/recreation, police and fire facilities. After collaborating with staff and receiving input from the Impact Fee Advisory Committee, Raftelis recommended several changes to improve consistency with Idaho's enabling legislation, including:

- Updated development projections and land use assumptions based on Meridian data
- Documentation of current infrastructure standards and projected need for additional facilities
- Proportionate fees for two types of non-residential development and five size thresholds for residential development

As Project Manager, Dwayne recommended residential fees by dwelling size, based on climate-controlled space. In contrast, the 2013 study used a "one size fits all" approach, whereby all housing units paid the same DIF. The 2019 study also recommended nonresidential fees by two general categories, Commercial and All Other types of nonresidential development. The previous study had a single fee for all types of nonresidential development.

Town of Berthoud CO

In 2018, Raftelis helped the Town of Berthoud (Town) analyze the relative impact that smaller housing units (2 bedrooms or less) have on roads, parks, water, wastewater and stormwater facilities. The goal of this study was to see if the Town's impact fees should be adjusted for smaller homes. As Project Manager, Dwayne analyzed Public Use Microdata Survey records from the U.S. Census Bureau to derive custom trip generation rates by dwelling size. We also documented average number of persons per housing unit by dwelling size in the Town of Berthoud. Adjustments to the water impact fee used a combination of indoor water usage per capita and outdoor water usage for smaller lots. The wastewater impact fee was adjusted based on average winter consumption per capita. Raftelis proposed adjustments to the Town's six impact fees to make them proportionate to the infrastructure demand from small houses. We recommended a 38% reduction in impact fees for small houses in Berthoud. In 2019, Dwayne completed a comprehensive update of DIFs for Parks/Recreation, Public Facilities and Transportation. The fee schedule includes proportionate amounts for small, medium, and large dwellings, based on climate-controlled living space.

City of Prescott AZ)

Mr. Guthrie served as the Project Manager for a non-utility development impact fee study completed in 2019. Dwayne presented at multiple City Council meetings and public hearings and helped facilitate four meetings with a developer group assembled to provide advice to City Council regarding the impact fee analysis. As part of this study, the City implemented Street, Fire and Police impact fees. Impact fee schedules differentiate residential dwelling units by size rather than type of structure.

Town of Vail CO

The Town of Vail (Town) is a resort community of approximately 5,000 year-round residents that surges to approximately 40,000-45,000 persons during peak tourism season when employees and visitors are present. Given its location in a mountain valley, the Town has a compact development pattern and a multi-modal transportation system that relies on pedestrian, bicycle, transit, and vehicular travel. Consistent with this setting, the impact fees proposed by Dwayne are being used to fund multi-modal transportation improvements necessary to accommodate projected development within the Town of Vail. Impact fees must increase the carrying capacity of the transportation system. In Vail, capacity improvements include the addition of travel lanes, intersection improvements (i.e., turn lanes, signalization or roundabouts) and "complete street" improvements to provide multimodal infrastructure, such as bus stops, bike lanes and sidewalks. Development of attached housing units and hotels in the core area of Vail facilitate pedestrian, bicycle, and transit use, thus requiring less vehicular travel. In recognition of lower vehicular travel demand in the core area, Dwayne proposed transportation impact fees that are lower in the core area. The transportation impact fee study for Vail uses a plan-based method. The total cost of transportation improvements needed to accommodate new development through 2040 was estimated to be approximately $95 million in current dollars (not inflated over time). Impact fees will fund approximately $20.8 million, which is 28% of systems improvements. Funding from non-impact fee sources, such as the Colorado Department of Transportation (CDOT), Real Estate Transfer Tax (RETT), and the Town of Vail General Fund will cover the remaining cost of system improvements.

Manatee County FL

Dwayne updated impact fees for parks, law enforcement, and public safety; created a new impact fee for libraries; and significantly revised the existing road impact fee. The 2015 multimodal transportation fee includes funding for complete streets (all modes), with unique capital plans and fee schedules by four geographic areas. In addition, Dwayne provided technical memorandums and a staff presentation on infrastructure funding strategies and the importance of transportation and land use interactions in a study titled, "How Will We Grow?"

City of Boulder CO

Due to open space easements surrounding the City of Boulder (City), the City is infilling and redeveloping. Dwayne provided a literature review and best practices summary regarding walkable urbanism and multimodal transportation funding solutions. He also drafted reports on the growth share of transportation capital and operating costs.

State of Delaware
An innovative feature of this transportation impact fee study is the use of GIS analysis to derive transportation fees for policy areas identified in the State Plan. The fees are based on vehicle miles of travel, derived from the long-range transportation model.

SPECIALIZATIONS

Impact Fees
Dwayne has completed fee studies on the following types of public facilities: water and sewer systems, roads, schools, parks, fire-rescue, law enforcement, stormwater management, libraries, general government facilities and electric utility systems. Impact fee assignments for private sector clients include successful challenges of fees on behalf of builder/developer associations. Dwayne continues to improve "best practices" with customized demographic multipliers by type or size of housing, geographic variation in fees to implement planning policies, and consensus building with private sector stakeholders.

Infrastructure Needs and Funding Strategies
Dwayne has prepared infrastructure plans and funding strategies for clients in Maryland, South Carolina, Georgia, Florida, Arizona, Colorado, Utah, Idaho, and Montana. As part of these studies, he documents local level of service standards, capital and operating cost factors, and projected revenue sources to ensure sufficient funding for implementation.

Fiscal Impact Analysis
In contrast to impact fees that only consider infrastructure funding, fiscal studies evaluate cash flow to the public sector for all revenues and costs. Dwayne has conducted fiscal evaluations of specific development proposals, alternative development patterns, and various land-use prototypes.

Smart Governance
Dwayne promotes smart growth using revenue strategies and pricing policies. He has pioneered innovative methods for analyzing census data to support higher fees for larger housing units and reducing fees for infill development located in urban centers. Dwayne helps communities implement marginal cost pricing that varies by geographic area, and charges per acre to encourage efficient land use.

TEACHING AND RESEARCH

Dwayne taught graduate planning courses at Catholic University of America in Washington, DC and at the Alexandria campus of Virginia Tech. His courses include Introduction to Planning Principles, Transportation and Land Use, Planning Techniques, and Growth Management. His doctoral dissertation, titled "Understanding Urban, Metropolitan, and Megaregion Development to Improve Transportation Governance" documents the expected geographic extent of commuter sheds in 2030 for large metropolitan areas within the continental United States. Nine transportation megaregions were identified based on specific criteria, including global gateways that facilitate movement of people and goods, contiguous commuter sheds with urban centers spaced a suitable distance for high-speed rail service, and end-point commuter sheds projected to add at least one million persons and jobs from 2000 to 2030. The dissertation recommends a new paradigm for transportation governance with scale-dependent decision-making and funding strategies.

PUBLICATIONS AND PRESENTATIONS

"Next-Generation Transportation Impact Fees," American Planning Association Planning Advisory Service Memo, 2015
"Introduction to Infrastructure Financing," International City/County Management Association IQ Service Report, 1998
"Alternative Transportation Funding Techniques," Growth & Infrastructure Consortium
"Funding the Infrastructure Gap," American Planning Association National Conference
"Reasonable Impact Fees," National Association of Home Builders Conference
"Do Impact Fees Fit Your Comprehensive Revenue Strategy?," Rocky Mountain Land Use Institute Conference

Hannah Palmer-Dwore

STAFF CONSULTANT

Consultant (Raftelis)

PROFILE

Hannah has a diverse background including natural science, natural resource management, and quantitative analysis. Her expertise includes geospatial analysis and modeling, technical report writing, and data management.

PROJECT EXPERIENCE

Town of Jackson (WY)

Ms. Palmer-Dwore is the lead analyst for an on-going Comprehensive Water and Wastewater Rate and Tap Fee Study initiated in November 2019 and anticipated to be completed in September 2020. Hannah is assisting Mr. Rheem in the development and delivery of study recommendations and findings completing much of the supporting analysis in close coordination with Town staff and consulting partners.

City of Buckeye (AZ)

The City of Buckeye (City) engaged Raftelis to update the Water and Wastewater IIP and DIF. Hannah was responsible for conducting GIS overlay analyses to aggregate areas for public safety, parks, streets, water, and wastewater impact fees. She incorporated state and local policies in her work and used geospatial tools to complete the analysis. Hannah worked with the engineering and planning staff to maintain and update geodatabases of utility and non-utility data. At the City's request, Hannah provided additional GIS support to the City's engineering staff on a per diem basis during a staffing shortage.

City of Thornton (CO)

The City of Thornton (City) sought to tailor single family residential system development charges to lot size in an effort to better reflect the capacity of each user. Hannah conducted an analysis of SFR gross lot sizes and worked closely with City officials to create an equitable fee structure and water allotment schedule for existing and future users.

City of Thornton (CO)

Raftelis was engaged by the City of Thornton (City) to conduct a stormwater utility feasibility study. Using available aerial imagery, Hannah digitized a statistically significant sample of City parcels and conducted a spatial analysis to determine impervious area and parcel statistics for each class of development. This data was used to calculate unit costs of service and rates for each customer class. Hannah also conducted extensive research on stormwater policies along Colorado's Front Range, determining commonly-used rate structures, regulations and ordinances, as well as exploring policies related to credits and refunds.

City of Sheridan (WY)

The City of Sheridan (City) requested a comprehensive water and wastewater rate and plant investment fee analysis. Hannah conducted a comprehensive analysis of the billing data to project revenue as part of the financial planning

Specialties

- Geospatial analysis
- Rate modeling & forecasting
- Water utility financial management & planning
- Statistical analysis & data management
- Technical report writing

Professional History

- Raftelis: Consultant (2019-present); Associate Consultant (2017-2018)
- Colorado Parks & Wildlife: Policy & Planning Assistant (2017)
- National Geographic's Big Cats Initiative: Consulting Intern
- (2015-2017)
- American Rivers: River Restoration Intern (2016)

Education

- Master of Environmental Management, Ecosystem Science & Conservation - Duke University Nicholas School of the Environment (2017)
- Geospatial Analysis Certificate (2017)
- Bachelor of Arts in Organic Chemistry & Theater - Sarah Lawrence College (2009)

Professional Membership

- AWWA
- WEF
- American Planning Association (APA)

process. Hannah assisted with developing plant investment fees for water and sewer, as well as drafting the technical report.

City of Pocatello (ID)
Hannah developed a financial plan, performed a cost-of-service study, and designed rates for the sanitation utility of Pocatello. Concurrently, she performed impact fee studies for the City of Pocatello's water and wastewater utilities.

City of Evans (CO)
The City of Evans (City) is focused on long-term sustainability in both financial and strategic planning. Anticipating large capital expenditures in the next ten years, the City engaged Raftelis to develop a long-range financial plan that sustains the financial health of the storm drainage fund. Hannah worked with City staff to develop a financial plan and planning model to be used by utility staff in future planning. She also performed a cost-of-service study and designed several rate alternatives to ensure equity between customers and adequate rate revenues.

Town of Erie (CO)
Hannah is currently serving as lead consultant on the Town of Erie's (Town) water, wastewater, and drainage rate and connection fee study. The Town engaged Raftelis to conduct this comprehensive study to ensure that rates and connection fees are set according to industry best standards, provide adequate funding for anticipated capital, and remain comparable to utilities along the Front Range in order to encourage growth. Hannah is developing financial plans for each utility and providing support in calculating connection fees. She is also conducting a spatial analysis to determine parcel characteristics for each customer class to inform development of storm drainage rates and fees.

Crestview Water and Sanitation District (CO)
Hannah served as the lead consultant on a water and sewer rate study for the Crestview Water and Sanitation District (District). The District sought to update its comprehensive financial plans as well as analyze the performance of existing rate structures. Hannah prepared financial plans for each utility with a focus on funding capital projects while minimizing revenue increases. She also analyzed historical consumption data to recommend an update to water rates.

City of Golden (CO)
Hannah is currently serving as lead consultant on the City of Golden's (City) water, wastewater, and stormwater comprehensive financial analysis and rate study. The City wished to focus on the rate structures and updates to cost-of-service. To identify rate alternatives, the City convened a Utility Rate Citizens Committee (URCC) to review and provide recommendations on pricing objectives. Hannah prepared financial plans, cost-of-service analysis, and created rate alternatives based on URCC recommendations for each utility. Hannah obtained and analyzed impervious area data for residential and non-residential customers to ensure equitable revenue recovery between classes. This study is ongoing and will be completed in Spring 2020.

City of West Jordan (UT)
Hannah developed financial plans, performed cost-of-service studies, and designed rates for the wastewater and stormwater utilities of West Jordan. As the City of West Jordan required a quick turnaround on this project, Hannah efficiently conducted an accurate analysis and effectively conveyed the rate changes required for each utility.

City of Reno (NV)
The City of Reno (City) engaged Raftelis to study the feasibility of developing a stormwater management fee. Hannah developing data by creating a sample of representative parcels from the Citywide database, digitizing the impervious area for these parcels, and calculating the impervious area to determine the proper unit of charge.

Alex Norton, AICP

ENGAGEMENT/COMMUNICATIONS SUBJECT MATTER EXPERT

Principal (OPS Strategies)

Specialties

- Comprehensive Planning
- Regulation Writing
- Technical Writing/Presentation
- Public Participation Process Design
- Facilitation
- Organizational Structure
- Project Management
- GIS and MappingLand Use Policy
- Affordable Housing Policy
- Transportation Policy
- Conservation Incentives
- Natural Resource Protections
- Success Metrics Identification/ Monitoring
- Trend Analysis and Projections

Credentials

- 2019-present: Principal, OPS Strategies
- 2013-present: American Institute of Certified Planners
- 2012-2018: Long Range Planner, Town of Jackson/Teton County Wyoming
- 2016: Essential Facilitation, Interaction Associates
- 2012: Techniques of Public Participation, International Association of Public Participation
- 2008-2012: Senior Planner, Teton County Wyoming
- 2006-2008: Associate Planner, Teton County Wyoming
- 2006: B.S. Urban and Regional Studies, Cornell University

Community

- 2007-present: Teton County Search and Rescue, volunteer and Planning Advisor
- 2016-2019: Teton Tiny Tots Daycare, Owner
- 2010-2018: Teton County Search and Rescue Foundation, board member then liaison
- 2007-present: Jackson Youth Hockey, coach

PROFILE

Alex Norton is a strategic thinker with a track record of helping communities, organizations, and landowners identify issues, find solutions, and measure success.

PROJECT EXPERIENCE

Jackson/Teton County, WY Comprehensive Plan Review (2020, ongoing)

- Project: Review the Jackson/Teton County Comprehensive Plan under its "Growth Management Plan" adaptive management framework. Evaluate community trends against community goals and develop corrective actions.
- Role: Subconsultant lead author, responsible for trend and public comment analysis and drafting edits to the Comprehensive Plan.

South Lake Tahoe Region, CA/NV Housing Needs Assessment (2019)

- Project: Analysis of demographic and housing trends to identify the current housing needs in the South Lake Tahoe Region that covers two states and includes the special jurisdiction of the Tahoe Regional Planning Association. The analysis informs a regional housing action plan.
- Role: Subconsultant data analyst, responsible for research and analysis of Federal and State data on population, households, employment, and housing units as well as local survey data.

Cripple Creek/Victor, CO Housing Needs and Opportunities (2019)

- Project: Supply and demand analysis of housing in the small towns of Cripple Creek and Victor, CO, to inform the towns' establishment of policies and strategies around providing housing opportunities for local employees.
- Role: Subconsultant data analyst, responsible for research and analysis of Federal and State data on population, households, employment, and housing units.

Jackson/Teton County, WY Buildout Projections (2009-2020)

- Project: Review existing development against the development allowed throughout the Town of Jackson and Teton County, WY, to determine the amount and spatial distribution of potential growth. Update and apply projections as necessary for use in zoning updates, traffic models, water and sewer capacity analysis, school enrollment planning,

affordable housing and exaction requirements, growth management policy, and natural resource protection.
- Role: Project Lead, responsible for developing and documenting methodology, application of zoning allowances in GIS, analysis of Assessor data and development trends, application of various growth trends and scarcity projections, reporting of information in the form of maps, charts, reports, and GIS files.

Engage 2017 (2017-2018)

- Project: Coordinate the public outreach for 5 different projects to increase community engagement in each. Use a variety of tools and media to increase public understanding and participation in updates to parking, zoning, housing, and natural resource regulations and incentives.
- Award: 2019 American Planning Association Silver Award for Best Practice
- Project Website: www.jacksontetonplan.com/149/Engage-2017
- Role: Project Manager responsible for designing the public outreach and coordination process, supporting the individual project managers, and maintaining overall project quality and scope.

Jackson/Teton County, WY Affordable Housing Requirements (2018)

- Project: Update the requirements in the Jackson/Teton County Land Development Regulations regarding the amount of affordable workforce housing required when new development occurs. Design a process that allows the community to understand the technical and policy implications of alternative approaches so that the adoption of the updated requirements has community buy-in.
- Project Website: www.jacksontetonplan.com/161/Housing-Requirements
- Role: Project Manager, responsible for designing the public outreach process, facilitating adoption, and maintaining overall project quality and scope.
- Role: Lead Author responsible for incorporating public, technical, and legal advice into the adopted regulations.

Jackson/Teton County, WY Housing Action Plan (2015)

- Project: Create an implementation plan for meeting the Jackson/Teton County community's housing goals that included a restructuring of the local Housing Authority. Utilize the data in the 8 housing studies completed between 2007 and 2015, but overcome the analysis paralysis to identify an actionable path forward.
- Project Website: www.jacksontetonplan.com/202/Housing-Action-Plan
- Role: Project Manager responsible for managing data analysis, public outreach, copy editing and formatting consultants, policy analysis, and maintaining overall project quality and scope.
- Role: Lead Author responsible for incorporating public, technical, and legal advice into the adopted Plan.

Gabe Preston

AFFORDABLE HOUSING SUBJECT MATTER EXPERT

Owner (RPI Consulting)

Professional History

- RPI Consulting: Owner and Project Manager (2001-Present)
- Pitkin County Community Development: Development Review and Long-Range Planner (1997-2001)

Education

- Masters of Arts in Geography - University of Colorado, Boulder (1997)
- Bachelor of Arts in Math and Philosophy - St. Johns College, Santa Fe (1993)

PROFILE

With 20 years of experience as an economic analyst and community planner, Gabe has achieved a balance between the information/technical elements of planning and the community outreach side of the job. Gabe has been project lead for more than two hundred technical planning projects including economic analyses, housing needs assessments, fiscal analyses/impact fees, market studies, economic development, pro-forma analyses, and survey research. His analytical projects have included communities throughout the mountain west ranging from resort/amenity-based economies such as Aspen; Steamboat Springs; San Miguel County (Telluride) and Grand County, UT (Moab) to natural resource-based economies such as Douglas, WY; Natrona County, WY; and Rio Blanco County, CO. As the lead consultant on fifteen comprehensive plans for rural counties and small towns, Gabe is an accomplished long-range planner with an inclusive facilitation style that encourages authentic public involvement and builds support for each plan. Mr. Preston's educational background in mathematics (Bachelors, St. John's College) and geography (Masters, University of Colorado) lend to a balance between creative thinking and rigorous analysis.

RELEVANT PROFESSIONAL EXPERIENCE

RPI Consulting, Durango, CO (2001-Present) - Owner and Project Manager

- Project Manager responsible for establishing methodology and managing public process for local government economic and planning projects including impact fees, fiscal impact assessments, housing market and affordability analysis, capital facilities planning, impact fees, surveys, market analyses, socio-economic impact studies and economic development planning.
- Conducts geographic and economic modeling using ARC GIS and CommunityViz Geographic Information software to produce growth projections, traffic analysis, peak population dynamics, and other planning related spatial analysis and cartography.
- Facilitates public planning processes and public meetings.

SELECTED PROJECT EXPERIENCE

- Town of Telluride, CO – Support Study for Fee-in-Lieu of Affordable Housing Inclusionary Zoning Requirements
- San Miguel County, CO – Employee Housing Impact Fee Support Study
- La Plata County, CO – Purgatory Ski Resort Employee Housing Fee-in-Lieu Study
- Tlingit Haida Housing Authority, AK – Housing Needs Assessment for Ketchikan area
- Pitkin County, CO — Impact Analysis of High-End Residential Construction on County Landfill and Roads
- Pitkin County, CO — County Airport Master Plan Overnight Visitor and Peak Population Trends and Forecasts
- Teton County, ID – Economic Development Plan
- Teton County, ID – Fiscal Impact Analysis of Residential Development and Automated Fiscal Impact Analysis Model
- Steamboat Springs, CO – Trail Use and Economic Impact Study
- Madison County, MT –Fiscal Impacts of Rural Development Patterns (funded by Futures West)
- City of McCall, ID –Downtown Master Plan, Awarded Best Plan of 2014 by Idaho APA
- City of Douglas, WY – Downtown Master Plan and Land Use Code Re-Write
- Natrona County, WY – Fiscal Impacts of Rural Development Patterns (funded by Sonoran Institute)

E. Tyson Smith, Esq., AICP

LEGAL SUBJECT MATTER EXPERT

Partner (White & Smith)

PROFILE

Tyson has over 27 years of experience as a city and county planner, planning consultant, and attorney, focused entirely on governmental relations and community planning.
Before beginning his consulting career, Tyson was a planner with the Monroe County Division of Growth Management in the Florida Keys. He later served as the Assistant City Planner for the City of Key West, Florida.

Tyson's experience in these roles – both as a certified planner and attorney – has included affordable housing policy analysis, zoning and land use compatibility, subdivision regulations, nonconforming uses and amortization strategies, military coordination, impact fees, general zoning and plan implementation matters, and legal defense.

Tyson also is a certified mediator and expert at public facilitation and mutual problem solving.

SELECTED EXPERIENCE

- Aspen (CO) - Housing Mitigation Program Update
- Islamorada (FL) - Affordable Housing Assessment and Recommendations
- Park City (UT) - Housing Mitigation Requirements
- Monroe County (FL) - Inclusionary Housing Legal Analyses
- Queen Anne's County (MD) - Moderately-Priced Dwelling Unit Ordinance
- City of Key West (FL) - Workforce Housing Task Force
- Charleston County (SC) - Affordable Housing Incentives & Recommendations

Professional History

- Partner, White & Smith | Planning and Law Group (2005-Present)
- Associate, Freilich, Leitner & Carlisle (2000-2005)
- Assistant City Planner, City of Key West (1995-1997)
- Planning Technician, Monroe County, Florida (1992-1993)

Education

- Juris Doctor, University of Florida (2000)
- Master of Arts in Urban and Regional Planning - University of Florida (1995)
- Bachelor of Arts in Economics - University of North Carolina at Chapel Hill (1991)

Professional Affiliations

- Florida Bar
- South Carolina Bar
- American Institute of Certified Planners
- American Planning Association
- Certified Family and Civil Court Mediator (South Carolina)

S. Mark White, Esq., AICP

LEGAL SUBJECT MATTER EXPERT

Partner (White & Smith)

PROFILE

Mark is a planner and attorney recognized as an expert in affordable housing policy, zoning and subdivision law, form-based zoning and New Urbanism, land use and takings litigation, housing, development of comprehensive growth management plans, and implementation systems. He has over 29 years of experience representing clients at every level from city, state, and local governments, as well as major private developers, including multi-family housing projects.

SELECTED EXPERIENCE

- Aspen (CO) - Housing Mitigation Program Update
- Park City (UT) - Housing Mitigation Requirements
- Missouri Commission on Regulatory Barriers to Affordable Housing
- Summit County (UT) - Housing Element
- Chapel Hill (NC) - Inclusionary Housing Task Force
- Boulder (CO) - Development Excise Tax
- Carbondale (CO) - Healthy Mountain Communities
- Collier County (FL) - Impact Fee Deferral Program
- Nashville (TN) - Cumberland Region Tomorrow Plan
- Davidson (NC) - Adequate Public Facilities Ordinance
- Charlotte-Mecklenburg (NC) - Smart Growth Audit

Education

- Juris Doctor - University of North Carolina at Chapel Hill
- Master of Urban & Regional Planning - University of North Carolina at Chapel Hill
- Bachelor of Arts in History/Political Science -- Bethany College (magna cum laude)

Professional Affiliations

- Missouri Bar
- North Carolina Bar (inactive)
- American Institute of
- Certified Planners
- American Planning Association
- International Municipal Lawyer's Association

Firm/Team Experience

RAFTELIS

When Raftelis was founded in 1993, our primary focus was providing financial and rate assistance to the water industry. Over the years, we have listened to our clients and as their needs have changed, so have we. Finance will always be at our core, but we're so much more. Today, we work with utilities and public-sector organizations to help maintain sustainability, ensure affordable services, plan for the future, utilize data wisely, manage change, and engage with the public they serve. We have nearly 120 consultants, with offices across the nation, focused on helping our clients solve their financial, organizational, and technology challenges. The Raftelis professionals that will be working for the Town/County are part of the Denver team and routinely collaborate in assisting our clients.

Utilities and public-sector organizations provide life-sustaining services to maintain a high quality of life for their citizens and to help their communities thrive. We provide trusted expertise, coupled with a focus on innovation, to help our clients function as high-performing, sustainable entities. We primarily focus on water and wastewater rate studies, cost-of-service analysis, financial planning, affordability assessments, strategic planning, performance measurement, stakeholder engagement, and data analytics. Raftelis helps organizations implement positive changes related to:

- Affordability analysis & program development
- Capital improvement planning/prioritization
- Debt issuance support
- Economic and financial evaluations
- Financial planning
- Rate, charge, and fee studies
- Stormwater utility development and support
- Organizational, governance, and operations optimization
- Performance measurement and benchmarking
- Program planning and support
- Communications and public outreach
- Strategic planning
- Billing, permitting, and customer information audits
- Business process development
- Data management, analytics, and visualization
- Software solutions

OPS STRATEGIES

Organize. Plan. Study. OPS Strategies, a single person LLC, is a planning consultancy dedicated to assisting communities, organizations, and landowners with strategic organization, planning, and study. OPS Strategies has worked with counties, towns, school districts, non-profits, and landowners to identify strategic solutions that fit community values, trends, and needs. Principal, Alex Norton, brings award-winning experience in comprehensive planning and public engagement as well as years of experience in affordable housing, growth management, conservation development, small area planning, land development regulation writing, trend analysis, organizational planning, and GIS. Alex has a proven track record of achieving results and building relationships, across even the most controversial of topics, through strategic planning that acknowledges trends, identifies shared goals, and analyzes alternative approaches to achieving the goals. The bulk of the experience OPS Strategies brings to the project is regional, from work on the Teton View Regional Plan to extensive work in Teton County and the Town of Jackson.

RPI CONSULTING

RPI Consulting (RPI) is a strategic planning firm with a 20-year track record of providing solutions to small towns, rural counties, and resort communities in western states. RPI analyzes information and crafts planning tools needed to implement community goals. Since starting business in 2001, economic principles have been at the core of RPI's planning practice. They have provided concise and useful economic analyses, impact fee studies, fee-in-lieu studies, market analyses, feasibility studies, fiscal/budgetary analyses, capital improvement plans, and demographic information for public agency and private-sector projects.

RPI has had the privilege of preparing plans and studies in widely diverse rural counties and small-town environments, ranging from amenity-driven mountain communities like Pitkin County, CO; Teton County, ID; and Moab, UT to natural resource economies such as Douglas, WY and Rangely, CO. For every client, RPI customizes the approach with solid technical skills and a determination to understand then resolve issues. They have worked extensively at both municipal and county levels and are very experienced coordinating between governmental levels.

In San Miguel County, CO, RPI created the employee housing impact fee study, first established in 2002 and updated in 2006. Their contact was Mike Rozycki, the previous County Planning Director, who is now retired. The housing impact fee was based on the number of employees generated by type of development, the housing subsidy needed per employee and a credit for future payments towards employee housing through the Town of Mountain Village and Town of Telluride sales taxes. In 2005, RPI also completed an affordable housing mitigation-in-lieu fee for the Town of Telluride, CO.

WHITE & SMITH

The planners and attorneys at White & Smith Planning and Law Group work on legal, technical, and policy matters related to housing and land use planning nationwide, including production and protection of affordable and workforce housing. Among their projects are those that remove barriers and increase zoning incentives, assess a "fee-in-lieu" of housing, apply "inclusionary" requirements for new development, and reduce/waive fees and encourage affordable housing developments.

Aspen, CO: Housing Mitigation and Fee-In-Lieu Program
Tyson Smith and Mark White have worked long-term with the City of Aspen on a range of housing issues. In 2000, Tyson developed a legal analysis regarding fractional fee ownership and the impacts of this form of housing on Aspen's regulatory scheme. Since that time, Mark has assisted on a host of legal issues related to its Housing Mitigation Strategy and Fee-in-Lieu program, including recent revisions related to the nexus between existing, unmitigated, floor area and the unmet demand for workforce housing when renovations and replacements are proposed.

Park City, UT: Mandatory Housing Requirements
In 2017, Tyson Smith worked with Park City to evaluate alternative avenues for addressing affordable housing shortages, revising the City's mandatory housing requirements, and identifying key legal issues for the City Attorney.

Boulder, CO: Development Excise Tax
Mark White designed a housing excise tax that replaced the City of Boulder's inclusionary zoning program. This involved an analysis of the legal implications of the City's inclusionary housing program, equity issues regarding the distribution of housing mitigation between residential and commercial developers, and an innovative program for affordable housing. Upon adoption, as part of the City's Housing Assistance Program (HAP), the housing excise tax raised approximately $1.5 million per year to provide a flexible revenue source for housing.

Carbondale, CO: Healthy Mountain Communities
The jurisdictions participating in the Healthy Mountain Communities program (Carbondale, Basalt, Glenwood Springs, Garfield, and Eagle County) explored programs designed to provide affordable housing to meet the demands of growth. A task force, representing each jurisdiction, community groups, development interests, State Division of Housing and Department of Local Affairs, considered a variety of housing programs. Mark White assisted with a legal analysis of housing mitigation requirements and model housing mitigation, inclusionary zoning, density bonus, and commercial-industrial-lodging linkage, and mixed-use ordinances.

Legal Experience

Tyson Smith and Mark White are nationally recognized as a planning/legal experts in impact fees and nexus studies. They have worked in over 50 communities on impact fees, exactions, inclusionary housing, fees-in-lieu, and similar nexus studies. White and Smith's broad perspective includes both legal and technical expertise. They collaborate with local stakeholders to reach consensus on defensible and effective housing mitigation studies and programs. Tyson is the former Chairman of the "Growth and Infrastructure Consortium" and has spoken and published widely in the areas of impact fees, exactions, and regulatory takings. Currently, Tyson is working with the City Attorney in Aspen, CO to evaluate and make recommendations for increasing the effectiveness and defensibility of Aspen's housing mitigation and fees-in-lieu program.

White & Smith has published the following materials related to affordable housing.

- *Affordable Housing: Proactive and Reactive Planning Strategies* (American Planning Association, Planning Advisory Service Report no. 441, December 1992)
- "Affordable Housing: Decent Shelter Is a Fundamental Right" (with Jim Hecimovich) in *Planning and Community Equity* (APA's Planners Press October 1994)
- "Development Fees and Exemptions for Affordable Housing: Tailoring Regulations to Achieve Multiple Public Objectives," 6 *Florida State University Journal of Land Use & Environmental Law* 25 (Winter 1990), reprinted in 1992 *Zoning and Planning Law Handbook* 301-338
- "Development Fee Exemptions for Affordable Housing," *Urban Land* (August 1991), at 34
- "Using Fees and Taxes to Promote Affordable Housing," 43 *Land Use Law & Zoning Digest*, No. 9 at 3 (September 1991)
- "The National Affordable Housing Act and Comprehensive Planning: An Overview and Analysis," 1992 *Inst. on Planning, Zoning, and Eminent Domain*, at 4-1 et seq.
- "State and Federal Planning Legislation and Manufactured Housing: New Opportunities for Affordable, Single-Family Shelter, 28 *Urb. Law.* 263 (1996)(this was cited by the Iowa Supreme Court in *Bahl v. City of Asbury*, 56 N.W.2d 336 (Iowa 2002))

References

Below are references for projects like the employee generation by land use study requested by the Town of Jackson and Teton County. Raftelis' projects listed below are described in our team members' resumes. We urge you to contact our team's references to better understand our capabilities and the quality of service that we provide.

RAFTELIS REFERENCES

City of Prescott (AZ)
Mark Woodfill, Budget and Finance Manager
201 S. Cortez, Prescott, AZ 86303
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Town of Berthoud (CO)
Chris Kirk, Administrator
807 Mountain Avenue, Berthoud, CO 80513
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E: ckirk@berthoud.org

City of Meridian (ID)
Todd Lavoie, Chief Financial Officer
33 E. Broadway Avenue, Meridian, ID 83642
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E: tlavoie@meridiancity.org

OPS REFERENCES

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RPI REFERENCES

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Lance McDonald, Program Director
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Pitkin County (CO)
Cindy Houben, Community Development Director
530 East Main Street, Aspen, CO 81611
P: 970.920.5097
E: cindy.houben@pitkincounty.com

WHITE & SMITH REFERENCES

City of Aspen (CO)
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E: ben.anderson@cityofaspen.com

Monroe County (FL)
Bob Shillinger, Esq., Attorney
1111 12th Street, Suite 408, Key West, FL 33040
P: 305.292.3470
E: shillinger-bob@monroecounty-fl.gov

Work Plan

TECHNICAL APPROACH AND METHODOLOGY

Project Understanding

The Town of Jackson/Teton County continues to experience development activity that requires additional affordable housing. Raftelis will work with the Town/County to update development projections, identify affordable housing needed due to growth, and update the 2013 Employee Generation by Land Use Study. Our consultant team's community engagement specialists will be key contributors helping Town/County staff, stakeholders, and elected officials reach a consensus on housing solutions for the community.

Proposed Scope of Work

Task 1: Kick-off Meeting and Project Management

This task will involve working with Town/County staff to establish objectives and project schedule with milestones, data needs, constraints, and opportunities. Responsibilities for data collection, project deliverables, and ongoing communication will be agreed upon as part of this task. Project management includes monthly web meetings with staff to discuss progress and invoices.

Raftelis would like for the Town/County to formalize a "Management Team" to work with us during the nexus study, representing upper management, legal, financial, and planning functions. Also, we need one day-to-day coordinator to be our point of contact for routine coordination and communications. Raftelis would like to schedule regular calls with the day-to-day coordinator to go over specific work items and responsibilities.

Raftelis is excited that the Town/County have already established a Stakeholder Committee to provide input and local review throughout the next study process. The Stakeholder Committee will meet periodically to provide input regarding the nexus study and make recommendations on administrative procedures to implement affordable housing solutions.

Raftelis will go over all the deliverables with the Management Team, then with the Stakeholder Committee, allowing adequate time for participants to review materials prior to meetings. After the internal review, we will schedule time to make modifications to draft materials prior to releasing supporting documentation for public meetings.

Milestone/Deliverable

- Kick-off meeting presentation and initial interviews
- Follow-up memo on project management and data needs

Task 2: Communications and Engagement Plan

A thoughtfully developed Communications and Engagement Plan will enhance community acceptance and understanding of potential affordable housing solutions by seeking input at appropriate junctures in the nexus study process. As shown in our proposed project schedule, our preliminary recommendation is to develop the communications/engagement plan in the first month and hold the first stakeholder meeting at end of the second month. Our consultant team will hold seven on-site meetings during the study, which is expected to last eight months.

Milestone/Deliverable

- Meetings: Seven on-site meetings and nine web meetings with staff to review draft work products as included in various tasks.
- Deliverables: Communications and Engagement Plan

Task 3: Identify, Collect, and Analyze Data

This task includes an evaluation of current demographics as well as a projection of residential and non-residential development within the Town/County. The consultant team will review population projections and other service area demographic sources (e.g., Comprehensive Plan, Woods & Poole Economics and State of Wyoming, and U.S. Census Bureau's American Community Survey and OnTheMap web application for place of work employment and commuting patterns). An example of the latter is the Work Area Profile map indicating the concentration of jobs within the Town/County. We will collaborate with staff to clarify the research questions listed in the RFQ and propose the best means to collect and analyze data specific to the Town/County.

Milestone/Deliverable

- Spatial analysis using Policy Map and Community Analyst
- Demographic analysis using local, state, and federal sources
- Unique approaches to be identified

Task 4: Presentation on Demographics, Projections, and Unique Approaches

Raftelis recommends an initial community engagement meeting to present demographic information on the Town/County and development projections. Current best practices will be evaluated, and the pros vs. cons of unique approaches will be presented

Milestone/Deliverable

- One web meeting to discuss best practice recommendations, demographic analysis, and development projections with staff and then an on-site meeting to present the revised materials to stakeholders.
- Deliverables: Demographics analysis, development projections, and initial discussion of unique approaches

Task 5: Collaboration with Staff on Methods and Preliminary Results

The consultant team will prepare a presentation with draft tables for review/input by staff. We will work with staff to evaluate a range of alternatives and potential solutions for the Town/County's affordable housing problem.

Milestone/Deliverable

- Presentation slides and web meetings with staff to review/discuss tables and graphics

Task 6: Presentations to Stakeholders on Methods and Preliminary Results

Raftelis will conduct a second stakeholder engagement meeting to go over methods and preliminary results.

Milestone/Deliverable

- Presentation slides and web meeting with staff to go over updated employee generation by land use for up to two separate presentations. Raftelis will revise slides and then present materials during two separate on-site meetings with stakeholders.

Task 7: Draft Report

Raftelis will produce a draft employee generation by land use study for staff review. The draft reports will include: 1) an executive summary; 2) projected growth in jobs and residential and non-residential development; 3) description of methodologies, supporting data, and cost factors; and 4) a menu of implementation policy options with legal limits for individual and cumulative implementation of the options.

Milestone/Deliverable

- Excel models with all calculations
- Draft report as a PDF file for review and comment

Task 8: Elected Officials Work Session on Draft Report

Raftelis will present the draft report at a work session with elected officials.

Milestone/Deliverable

- Presentation on draft study findings and recommendations

Task 9: Final Report

After making changes based upon questions from elected officials, Raftelis will review the final report with staff then discuss draft slides that will be presented to elected officials.

Milestone/Deliverable

- A final report will be prepared in electronic format and distributed for public review.

Task 10: Elected Officials Hearing/Adoption

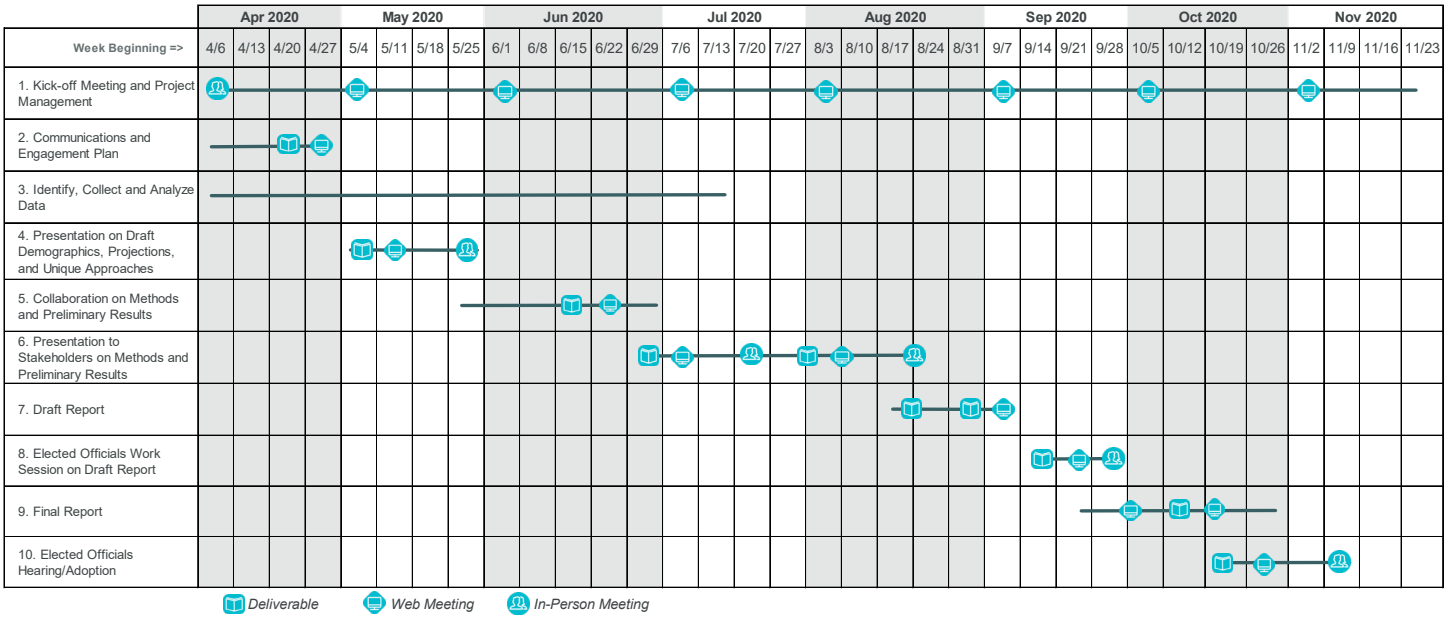
Raftelis will attend a public meeting with elected officials to present the nexus study findings and recommendations.

Milestone/Deliverable

- A slide presentation will be provided to summarize the results and recommendations, which will also be distributed for public review.

SCHEDULE

Raftelis will complete the scope of services within the timeframe shown in the schedule below, which is consistent with the RFQ. Kick-off will be in April 2020, and project completion will be November 2020. We will adjust the draft schedule with staff during contract negotiation.



UNIQUE APPROACH/TECHNOLOGY

We have included unique approaches in the Responses to the Key Issues section of this proposal.

TOWN/COUNTY STAFF SUPPORT

The consultant team only expects staff to contribute their knowledge of the Town/County in a spirit of collaboration for the common good of the community. We do not expect data collection or analysis by staff. If necessary, we may need staff to provide electronic files, such as the assessor's parcel database and building permit records.

Responses to the Key Issues

RESEARCH QUESTIONS

The consultant team will collaborate with staff to revise and clarify research questions to be answered during the study. The following questions from the RFQ will be addresses by in the updated nexus study. It is premature for the consultant team to give definitive answers in our proposal, but we offer some brief initial thoughts on each question.

1. ***How many employees are generated by the construction of new commercial and residential development? This should be broken out by type of new development and redevelopment and job sector.***
   In a fiscal shortfall evaluation that Raftelis is currently conducting in Buckeye AZ, we discovered that construction sales tax revenue and construction jobs are stable from year to year, if the amount of development per is relatively constant. In other words, construction workers move from one job site to the next so the need for construction workers is not cumulative. In Colorado, RPI was able to get business level QCEW data that allowed for the spatial location of jobs. In Pitkin County, Raftelis and RPI also used traffic data in combination with employment data to determine the number residential service employees maintaining and operating residential units by unit type and unit size.

2. ***What are the types of jobs that exist today and what are the wages being earned?***
   The work area profile, shown below in the Methodology and Technology section, is one data source that we can use. Data is also available for the Town of Jackson. At the county level, we also like to use past and projected employment, earnings and household income data from Woods & Poole Economics.

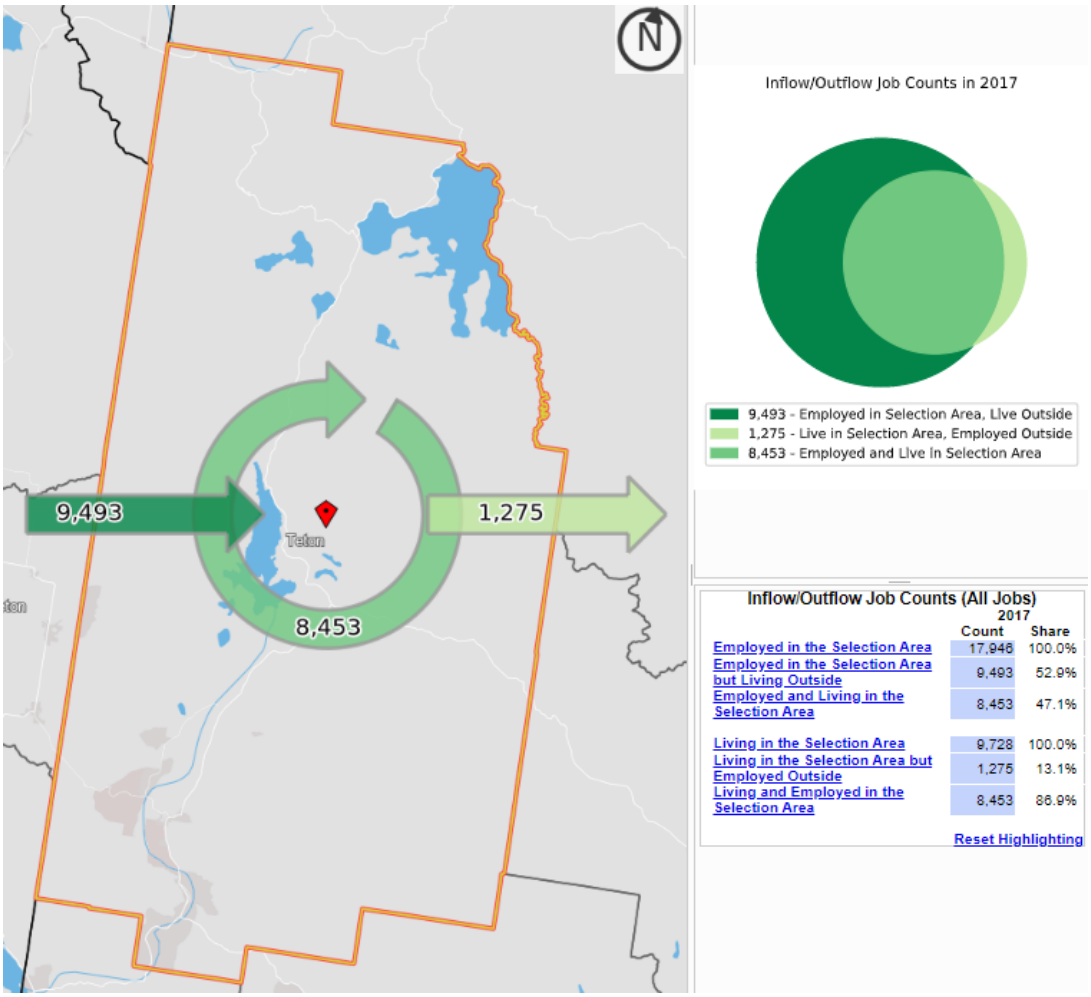
3. ***What is the percentage of the workforce living locally (within Teton County)?***
   Teton County commuting patterns (inflow, outflow, and resident workers) are shown below in the section on Methodology and Technology. This information is also available for the Town of Jackson. Another source is the Wyoming Department of Workforce Services quarterly Inter-County Commuting Reports also provide county scale data covering the number of locally employed residents, the number commuters to and from each county within the state and the number of commuters to and from outside the state. Multiple jobs holding data will allow consultants to convert from workers to the number of jobs held. County-level proprietor employment is available from BEA. The key is to find answers that fit all data sources and local experience.

4. ***What is the gap between income and housing costs?***
   From a mitigation standpoint, we can focus on the gap between what worker households can afford to pay and what it costs to build suitable and affordable housing unit (sale or rent). The gap between market housing prices and local earning power is so wide, it is less relevant than the difference between cost to build and ability to pay. Another perspective is available using affordability metrics readily available using Policy Map (see https://www.policymap.com/). For example, they have GIS data on home values, rents, cost burdens, location affordability (combines housing and transportation costs), and loan-to-income leverage ratios.

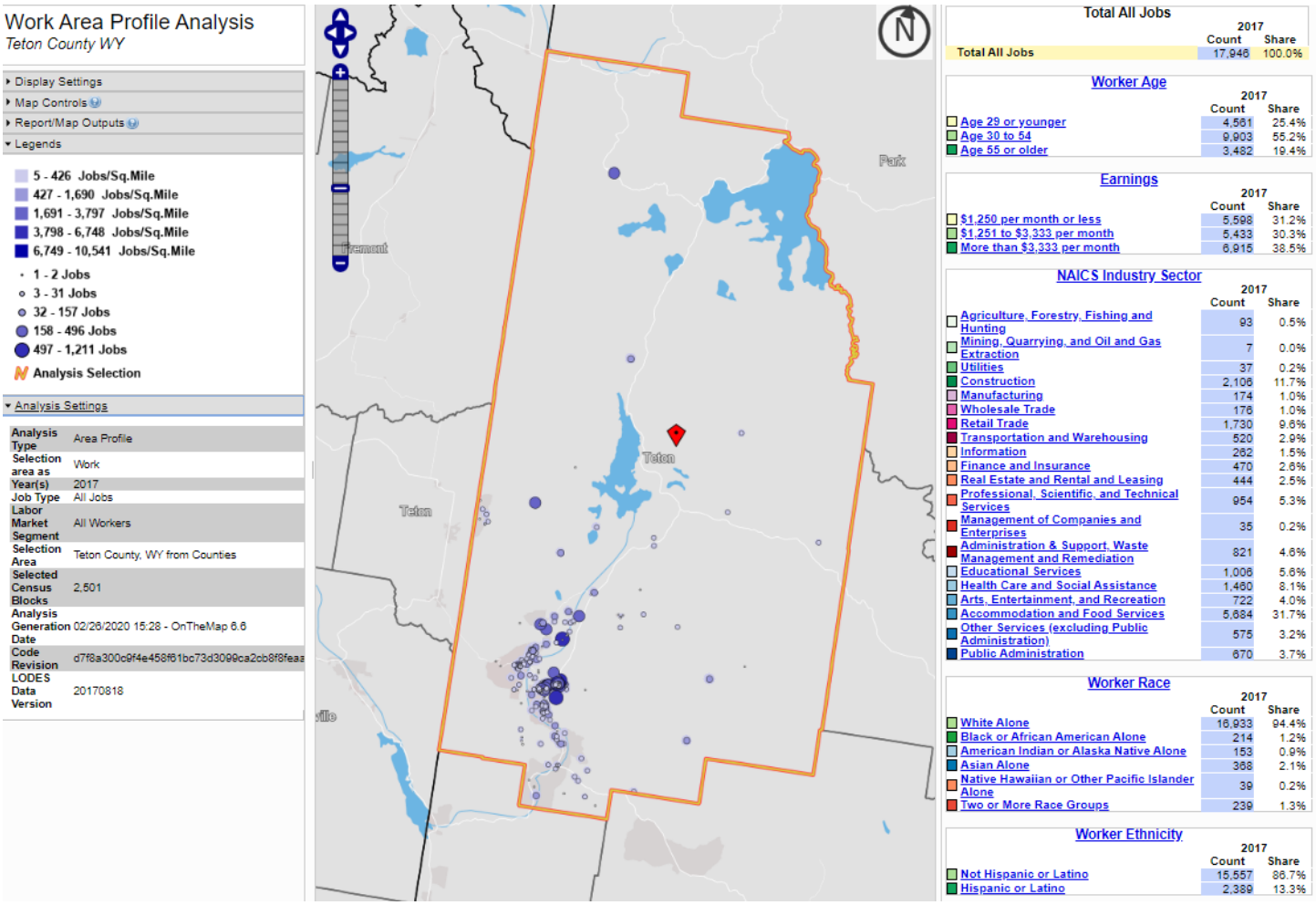
5. ***How many jobs are being created by non-brick-and-mortar businesses, what are the wages being earned by these employees, and where are the jobs located? Can these businesses be required to mitigate for their impacts through housing requirements? If not, what are other ways they can be required to mitigate for their impacts?***
   If a business is located/based in the county and has one or more employees, QCEW and other state employment data will include it. County-level proprietor employment is available from BEA. Wyoming Secretary of State tracks business entities in the state by name and address, providing an additional source for identifying less visible businesses. Federal and State data can also be referenced against business license data. Jobs without brick-and-mortar floor area can be attributed to the residential or lodging space they are serving, or through other types of licensing fees and taxes.

METHODOLOGY AND TECHNOLOGY

Raftelis has a diverse professional staff, including information technology experts that can assist with unique approaches to document employee generation by type of land use. For example, it might be possible to use cell phone data or license plate readers to collect and analyze journey-to-work data. We can also use information on commuting patterns and jobs by place of work that is available from the U.S. Census Bureau's web application known as OnTheMap. According to this source, approximately 53% of Teton County workers are inflow commuters that live outside the County, although OnTheMap methodology often overestimates commuters in seasonal economies. A similar methodology from the Wyoming Department of Workforce Services estimates that only 40% of wage jobs are held by commuters. Raftelis has the expertise and staff to create a clear picture out of the palette of data available.



The Census Bureau also published data on jobs by place of work, by two-digit NAICS industry code, and maps jobs locations as shown in the Work Area Profile below.



COMMUNICATIONS

The second task in our work scope is the development of a communications and engagement plan. Our approach is summarized below.

Tell Your Story to Build Understanding

Today, we can engineer and finance solutions for the ongoing needs of our community, yet success often relies on public trust and support for our efforts. People know that infrastructure investment is important—but they often don't understand how impactful and costly it is and what that will mean to them personally. Strategic communication and stakeholder engagement are the tools we use to build an informed, supportive community, making your efforts to accomplish your objectives more effective and efficient.

Use Best Practices and Innovative Tools

There are endless choices when it comes to developing a strategic communication plan for your organization or project. How do you know which social media strategy or public participation technique is the best and will get the results you want? Raftelis designs the right communication solution for your unique needs, ensuring that the strategy and tactics match your organization's goals and your ability to implement the plan. Traditional public outreach approaches can easily be combined with innovative online stakeholder engagement efforts to tailor a solution that is cost-effective and manageable for staff.

Enhanced by Design
In the age of endless distractions and information overload, people want information in a visual format that is quickly and easily understood. While detailed, 100-page reports may provide great detail into a topic, this is typically not the most effective way to communicate with your stakeholders. Raftelis' team of in-house graphic designers and communications experts utilize the art of design and visualization to develop concise, visually pleasing, and easily digestible materials and content to effectively communicate your message.

Communicating from Experience
Raftelis has the proven ability to successfully communicate and build consensus on large, complex, and often controversial projects, and we've walked in your shoes, working directly with customers, stakeholders, elected officials, the media, and environmental organizations to engage and collaborate with them. Whether your goal is to build support for a water rate structure change or analyze public perceptions to effectively neutralize opposition to an infrastructure project or new program, we've been there and done it successfully.

FACILITATION

Team member Tyson Smith is a certified and experience mediator and has been facilitating public discourse and decision-making surrounding housing fees, exactions, and impact fees for 20 years. Tyson's approach to conflict resolution in the land use context draws upon his experience as a planner, mediator, and attorney. The consultant team does not bring to this project any "ownership" of the outcome. The people of the Town/County own the outcome. As facilitators, we will help the community explore all lawful and effective options before elected officials decide which direction to go. There will be dissent among parties, but small group sessions will facilitate discussion and understanding so that further conversations are about the best route forward, not the legitimacy of any of the options. We also help the community avoid options that do not have support from multiple angles. We seek a "durable" solution to land use challenges that will reasonably address affordable housing challenges.

In Aspen, Tyson worked with local developers, staff, and elected officials in focus groups, one-on-one sessions, and workshops. He began the process by giving stakeholders the chance to provide input and discuss their points of view. Participants confronted unreasonable or uninformed assumptions to narrow the range of potential alternatives and broaden support for acceptable solutions.

UNIQUE APPROACHES

The Town/County has worked on housing affordability issues for many years. The consultant team will interview staff and stakeholders to discover what refinements are needed. Our consultant team's broad range of national experience might offer a fresh perspective on unique approaches to consider, such as additional supply-side solutions, tax policies that provide incentives for infill and redevelopment, and a comprehensive revenue strategy to support affordable housing solutions.

Budget

The following table provides a breakdown of our proposed fee for this project for a not-to-exceed fee of $173,000. This table includes the estimated level of effort required for completing each task and the hourly billing rates for our project team members. Expenses include costs associated with travel and a $10 per hour technology charge (applied to just Raftelis staff) covering computers, networks, telephones, postage, etc.

Employee Generation by Land Use Study for Jackson/Teton County, WY

Tasks	Web Meetings	On-Site Meetings	Hours AR	DG	HPD	Graphic Designer	OPS	RPI	W&S	Total Hours	Total Labor	Total Expenses	Total Labor & Expenses
1. Kick-off Meeting and Project Management	7	1	12	12	4	-	24	8	8	68	$13,060	$5,684	**$18,744**
2. Communications and Engagement Plan	1	0	4	8	-	-	40	2	2	56	$8,830	$180	**$9,010**
3. Identify, Collect and Analyze Data	0	0	2	24	16	-	60	40	2	144	$23,360	$480	**$23,840**
4. Presentation on Draft Demographics, Projections, and Unique Approaches	1	1	4	12	12	2	32	24	8	94	$15,990	$1,696	**$17,686**
5. Collaboration on Methods and Preliminary Results	1	0	4	8	4	-	28	28	8	80	$13,380	$220	**$13,600**
6. Presentation to Stakeholders on Methods and Preliminary Results	2	2	12	16	4	4	40	28	10	114	$20,010	$3,152	**$23,162**
7. Draft Report	1	0	8	12	12	2	24	24	16	98	$17,970	$340	**$18,310**
8. Elected Officials Work Session on Draft Report	1	1	8	16	8	4	8	4	10	58	$12,050	$3,092	**$15,142**
9. Final Report	2	0	4	12	8	4	12	8	20	68	$13,420	$280	**$13,700**
10. Elected Officials Hearing/Adoption	1	1	12	16	4	4	16	4	24	80	$16,700	$3,092	**$19,792**
Total Meetings/Hours	**17**	**6**	**70**	**136**	**72**	**20**	**284**	**170**	**108**	**860**			
2020 Hourly Billing Rate			$275	$245	$185	$125	$125	$150	$235				
TOTAL			$19,250	$33,320	$13,320	$2,500	$35,500	$25,500	$25,380		$154,770	$18,216	**$172,986**

AR - Andrew Rheem (Principal-in-Charge)
HPD - Hannah Palmer-Dwore (Consultant)
OPS - Alex Norton
W&S - White & Smith
DG - Dwayne Guthrie (Project Manager)
Graphic Designer (Raftelis)
RPI - Gabe Preston

Avg Labor Rate $180

Employee Generation by Land Use Study RFQ

Teton County & the Town of Jackson, Wyoming

Response prepared by:

CLARION RRC ASSOCIATES

Dr. James C. Nicholas

Clarion Associates, LLC
101 Market Street, Suite D
Chapel Hill, North Carolina 27516
919.967.9188
919.967.9077 fax

Community Planning
Zoning/Design Standards
Impact Fees
Growth Management
Sustainability

CLARION

VIA FEDERAL EXPRESS

February 26, 2020

Jackson/Teton County Housing Department
Attn: April Norton, Director
330 South King Street, Box 575
Jackson, WY 83001

RE: Response to RFQ to Prepare New Employee Generation by Land Use Study

Dear Ms. Norton,

We are pleased to submit this response to the Jackson/ Teton County Affordable Housing Department's request for qualifications (RFQ) to retain a consulting firm to prepare a new Employee Generation by Land Use Study.

Clarion Associates is a national planning and zoning consulting firm with offices in Denver and Chapel Hill, and affiliate offices in Cincinnati and Philadelphia. Firm principals have substantial experience in assisting local government clients in resort destination communities like Jackson, design, draft, and defend in court mandatory workforce/affordable housing studies and legislation. We led the preparation of both the *2013 Employee Generation by Land Use Study* for the Teton County Housing Authority (TCHA), *the Affordable Housing Support Study* prepared for Teton County in 2006, and worked with County and Town staff in the preparation of the Town and County *Housing Requirements* adopted in 2018.

If our team is selected for this project, we would be assisted by **Dr. James C. Nicholas** and **RRC Associates.**

Dr. Nicholas is one of the preeminent experts nationally on nexus, exaction, and impact fee methods and the concept of proportionate share. He has extensive experience in the design of affordable workforce housing mitigation programs and general exaction programs. He has testified in court on behalf of local governments in the successful defense of exaction and impact fee programs. He has published extensively on the issue of proportionate share methods for exaction and affordable housing programs (e.g., *A Rational Nexus Approach to Workforce Housing Development Conditions,* the John Marshall Law Review, forthcoming spring 2020; "Workforce and Affordable Housing: Local Government Inclusionary Housing Programs and the Courts," *Planning & Environmental Law*, 2011; A *Guide to Impact Fees and Housing Affordability*, Island Press, 2008.) He worked with Clarion in the design and preparation of the *2013 Employee Generation by Land Use Study,* the *2006 Affordable Housing Support Study*, and the Town and County *Housing Requirements* adopted in 2018. Dr. Nicholas would serve as the economist and methodologist for the effort.

RRC Associates offers services in market research and strategic analysis, economic and feasibility planning, survey research, and policy formulation, for both public and private sector clients. They conducted the survey research for both the *2013 Employee Generation by Land Use Study* and the *Affordable Housing Support Study* prepared for Teton County in 2006, and have worked with Clarion and Dr. Nicholas on a number of other affordable workforce housing nexus studies. **RRC** would conduct the survey research for this effort.

We believe our team is uniquely suited to assist in the preparation of a new Employee Generation by Land Use Study for the following reasons:

We know and understand the current LDRs, Housing Requirements, and Current Nexus Studies. Firm principals know and understand the current Town and County LDRs and housing requirements – and have substantial experience working with these regulations over the years. We served as the principal consultant in designing and preparing the original affordable workforce housing support study for the community in the 1990s, as well as the implementing legislation. We also led the preparation of both the *2013 Employee Generation by Land Use Study* for the Teton County Housing Authority (TCHA), the *Affordable Housing Support Study* prepared for Teton County in 2006, and worked with County and Town staff in the preparation of the 2018 *Town and County Housing Requirements*.

We know nexus studies. Team members have substantial experience in the design and preparation of workforce/affordable housing nexus studies. As noted above, Clarion, in association with Dr. James Nicholas and RRC, have not only worked in Jackson/Teton County on affordable workforce housing mitigation issues, but have designed and prepared nexus studies for a number of other Colorado and south Florida communities.

We know housing law. We are experts on the legal issues related to the implementation of mandatory affordable mitigation and served as special counsel in the successful defense to several legal challenges to the County's mandatory affordable housing mitigation regulations.

We are skilled facilitators. We are experienced in working with citizens, staff, and elected officials to gain consensus on difficult issues like affordable workforce housing issues and are available to assist in the facilitation with the technical stakeholder group, other stakeholders, and elected officials.

We are excited about the prospect of working with the Jackson/ Teton County Housing Department, the Town, and the County on this effort, and would welcome an opportunity to discuss our qualifications with you in person. Please contact me at 919-967-9188 or at crichardson@clarionassociates.com if you have questions or need additional information to evaluate our submittal.

Very truly yours,

Craig Richardson
Director

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B. Qualifications

A. Proposed Project Team

If the Clarion team is selected for the project, **Clarion Associates** would serve as the prime contractor for the project. We would be assisted by **Dr James C. Nicholas** and **RRC Associates (RRC)**. **Dr Nicholas** would serve the principle economist and methodologist. **RRC** would provide survey research assistance.

A short summary of the firms and professionals on the Clarion team is outlined below. This is followed by a more specific summary of the team organization (including a graphic description of the team organization). This is followed by a description of the professionals who would be involved in the effort and their professional qualifications.

THE FIRMS

Clarion Associates

Clarion Associates, LLC, a limited liability company organized under the laws of the state of Colorado, has offices in Chapel Hill and Denver, and affiliate offices in Cincinnati and Philadelphia. The firm has been in business for 28 years, and consists of city planners, landscape architects, attorneys, and graphic designers. No firm in the country matches the combination of land use and zoning, urban design, community development, and planning experience of Clarion's firm principals. Clarion is particularly known for its expertise in:

- Development code updates;
- Design standards and incorporating form controls into development regulations;
- Regulations that protect a community's character;
- Affordable workforce housing support studies and mandatory affordable housing regulations;
- Incorporating green building and resiliency concepts in development codes;
- Zoning best practices;
- Regulations to protect environmentally sensitive lands;
- Community and neighborhood planning; and
- Land use and planning law.

FIRM NAME:
Clarion Associates

ADDRESS:
101 Market Street
Suite D
Chapel Hill, NC 27516
919.967.9188
919.967.9077 (fax)

YEAR ESTABLISHED:
1992

TYPE OF OWNERSHIP:
Limited Liability Company

PRIMARY CONTACT PERSON:
Craig Richardson, Director

E-MAIL ADDRESS:
crichardson@clarionassociates.com

Dr. James C. Nicholas

Dr. James C. Nicholas is one of the preeminent experts nationally on nexus, exaction, and impact fee methods, and the concept of proportionate share. He has extensive experience in the design of affordable workforce housing mitigation programs and general exaction programs for hundreds of local government clients across the country. He has consulted with Teton County WY, Pitkin County CO, the Village of Islamorada, FL; Collier County, FL, Lee County FL, Monroe County FL, Palm Beach County, FL, Marathon FL, Sanibel FL, and Key West FL, in the design and implementation of affordable workforce housing mitigation and inclusionary housing programs. He has testified in court on behalf of local governments in the successful defense of impact fee and other exaction programs. He has published extensively on the issue of proportionate share methods for exaction programs (e.g., "Workforce and Affordable Housing: Local Government Inclusionary Housing Programs and the Courts," *Planning and Environmental Law*, 2011; *A Guide to Impact fees and Housing Affordability*, Island Press, 2008; *Calculating Proportionate Share Impact Fees Under the Rational Nexus Test*, Chicago: American Planning Association, 1988; and *A Practitioner's Guide to Development Impact Fees*, Chicago: American Planning Association, 1991.)

RRC Associates

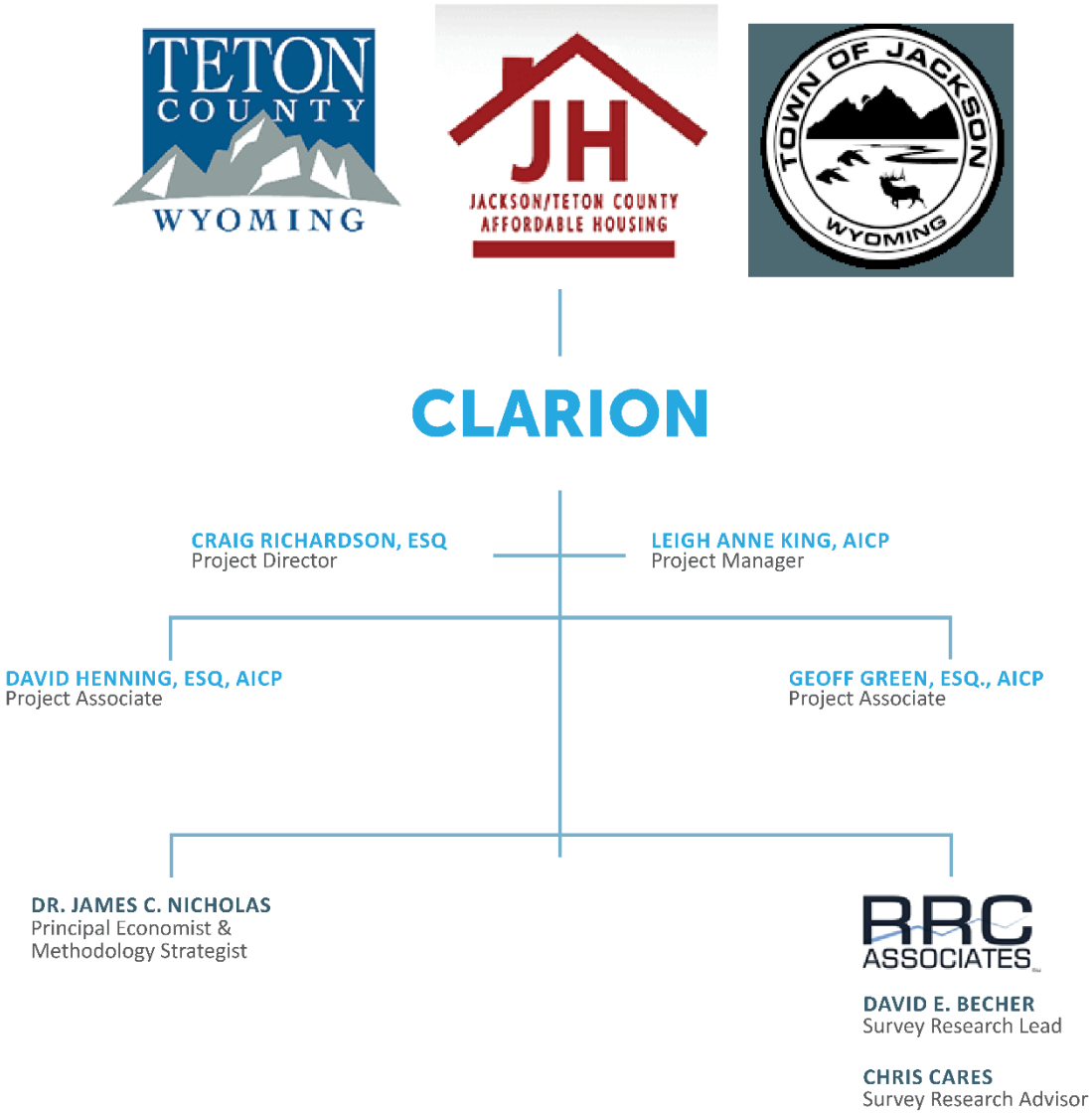
RRC Associates offers services in market research, survey research, strategic analysis, economic and feasibility planning, and policy formulation to local governments and public agencies as well as private businesses. The company is composed of professionals with extensive experience and qualifications in addressing the needs and challenges of communities. In addition, the firm also serves ski area and resort operators, trade associations, tourist organizations, and others interested in the recreation and tourism industries. The motivation of our principals and staff, and their active involvement in professional organizations at the state and national level, insure a high degree of professional skill and creativity.

TEAM ORGANIZATION

As outlined above, if the Clarion team is selected, **Clarion Associates** would serve as the prime contractor for the project. Clarion would be responsible for project management, all drafting, facilitation, and serve as the day-to-day contact with the Jackson/ Teton County Affordable Housing Department's project manager.

Craig Richardson, Esq. would serve as Project Director. He would be assisted by **Leigh Anne King, AICP LEED**, who would serve as Project Manager, and **David Henning, Esq., AICP**, and **Geoff Greene, Esq., AICP**, who would assist in data analysis, drafting, and facilitation. **Dr. Nicholas** would serve as the principal economist and methodologist and would work on data analysis for the support study. **RRC Associates (RRC)** would provide assistance in survey research and policy formulation. RRC's work would be led by **David E. Becher**. He would be advised by **Chris Cares**.

A graphic description of the team organization is shown below. Summaries of the professional qualifications of team members who would be involved in the project are included on the following pages.


CLARION
CRAIG RICHARDSON, ESQ
Project Director
LEIGH ANNE KING, AICP
Project Manager
DAVID HENNING, ESQ, AICP
Project Associate
GEOFF GREEN, ESQ., AICP
Project Associate
DR. JAMES C. NICHOLAS
Principal Economist &
Methodology Strategist
RRC ASSOCIATES
DAVID E. BECHER
Survey Research Lead
CHRIS CARES
Survey Research Advisor

Clarion Associates

Craig Richardson, Esq. | Director

Craig is a Director of Clarion Associates. He is a planner/lawyer with over 35 years of practice experience, primarily representing local government clients on a variety of planning and zoning matters, including comprehensive development code updates, form-based regulations, affordable workforce housing mitigation studies and legislation,, sustainable development practices, resource protection, character-based regulations, and infrastructure funding mechanisms like impact fees. He has served as a principal in the design of "first-time" exaction initiatives in two states where development exactions at the time of implementation were untested in the courts (Reno, Nevada (roads) and Teton County, Wyoming (affordable workforce housing)). Each program was successfully implemented. He has worked on the design and implementation of more than 100 exaction regulations across the country, and served as a principal in the design and implementation of affordable workforce housing mitigation programs and studies in Teton County/Jackson WY, Pitkin County CO, Islamorada, FL, Marathon, FL, Palm Beach County and Monroe County, FL. He served as counsel of record in several landmark exaction cases, as well as special counsel to the Teton County Attorney's office in their defense of the County housing requirements. He served on the faculty for APA's national Zoning Clinic, speaks regularly at planning conferences on code implementation issues, and worked on the USEPA Sustainable Code Building Blocks project.

Leigh Anne King, AICP, LEED® AP | Project Manager

Leigh Anne King is a Director of Clarion Associates. She has nearly 20 years of experience working with local governments on planning initiatives including sustainable community land use plans, strategic growth plans, affordable workforce housing programs, growth management and open space protection strategies, and development ordinances and design guidelines. Most recently, Ms. King worked with the Jackson/Teton County Housing Department to update its affordable workforce housing guidelines, assisted with the update to the Teton County/Jackson's *2013 Employee Generation by Land Use Study;* the Monroe County, Florida Housing Nexus Study; and the Islamorada, Florida Housing Nexus Study. She is the lead author of seven award winning plans. She is a frequent speaker at national and state-level conferences on a variety of planning topics including workforce housing and housing diversity, local food planning, and comprehensive planning. Leigh Anne received her Master of City and Regional Planning degree from the University of North Carolina, Chapel Hill, where she served as a research assistant, and was named the outstanding student in her graduating class.

Geoff Green, Esq., AICP | Associate

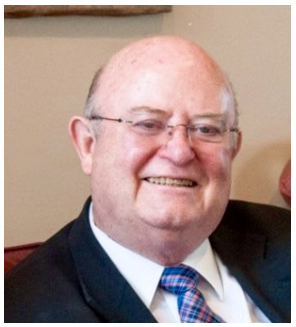
Geoff's practice focuses on zoning and plan implementation. At Clarion, he has worked on and taken an active role in the drafting of the Kannapolis, NC, Richland County, SC, Maitland and Estero, FL, and Colorado Springs, CO code update projects. Geoff recently joined Clarion after several years in the public sector working as a planner for a regional public transit agency. There he focused on land entitlement for a proposed multi-billion-dollar light-rail project that traversed Durham and Chapel Hill, which included participating in a Transit-Oriented Development study that evaluated development scenarios and recommended changes to land-use regulations to maximize development opportunity around 19 proposed light-rail

stations. Geoff received his undergraduate degree from Duke University, his Master of City and regional planning degree from the University of North Carolina, Chapel Hill, where he was named outstanding student in his graduating class; and a law degree from New York University (NYU) where he was a member of the Order of the Coif and graduated Magna Cum Laude.

David Henning, Esq., AICP | Associate

David is a planner and lawyer in Clarion's Chapel Hill office. His work for Clarion has also included drafting and analyzing comprehensive plan updates (Cary, Mooresville, and Greenville NC; and Portsmouth, VA), strategic plans (James City County, VA), land development code updates (Apopka and Estero, FL; Richland County, SC; Prince George's County, MD; and Decatur, AL) and affordable housing studies (Monroe County, FL). Prior to his planning work, David performed agency monitoring for an environmental law firm in his home state of Florida. He has presented at state and national planning conferences on dark skies and design of planning documents. He received his B.S. in civil engineering from Northwestern University; a Master of City planning from Harvard University; and a law degree (with honors) from Florida State University.

Dr. James Nicholas



Dr. James C. Nicholas is one of the preeminent national experts on nexus, exaction, and impact fee methods, and the concept of proportionate share. He has extensive experience in the design of affordable workforce housing mitigation programs and general exaction programs. He has consulted with Teton County WY, Pitkin County CO, the Village of Islamorada, FL; Collier County, FL, Lee County FL, Monroe County FL, Palm Beach County, FL, Marathon FL, Sanibel FL, and Key West FL, in the design and implementation of affordable housing mitigation and inclusionary housing programs. He has testified in court on behalf of local governments in the successful defense of impact fee and other exaction programs. He has published extensively on the issue of proportionate share methods for exaction programs (e.g., "A Rational Nexus Approach to Workforce Housing Development Conditions", the *John Marshall Law Review*, forthcoming spring 2020; "Workforce and Affordable Housing: Local Government Inclusionary Housing Programs and the Courts," *Planning and Environmental Law*, 2011; *A Guide to Impact fees and Housing Affordability*, Island Press, 2008; *Calculating Proportionate Share Impact Fees Under the Rational Nexus Test*, Chicago: American Planning Association, 1988; and *A Practitioner's Guide to Development Impact Fees*, Chicago: American Planning Association, 1991.)

RRC Associates

David E. Becher | RRC

David has diverse experience managing and conducting many types of market research and planning projects for public and private sector clients in his more than 25 years at RRC. With an educational background in urban and regional planning, public administration, and business administration, David works extensively in the areas of survey research, economic and demographic research, community planning, and affordable housing. He has conducted the survey research for the workforce housing support/nexus studies prepared by Clarion for Teton County/Jackson, Islamorada, Marathon, Palm Beach County, and Monroe County.

Chris Cares | RRC

Chris possesses a diverse background in public and private planning. A founding partner of RRC Associates, he specializes in practical applications of research techniques including survey and qualitative research, modeling, and applied analysis to solve problems in city planning, administration, and business applications. Chris has extensive experience in moderating focus group discussions and other types of public meetings. His research and recommendations have helped to shape the design and marketing strategies of major resorts and other developer clients, and he has coordinated the planning and public processing of numerous large resorts and mixed-use projects. His work has also involved numerous public sector clients. Housing needs assessments and parks and recreation needs assessments are particular areas of his specialization. Chris assisted in conducting the survey research for the workforce housing support/nexus studies prepared by Clarion for Teton County, WY and Islamorada, Marathon, Palm Beach County, and Monroe County FL.

B. Firm/ Team Experience

Clarion

The professionals who will assist in this project have substantial experience drafting mandatory affordable workforce housing requirements and preparing nexus studies to support those efforts. This section includes summaries of some of our relevant projects, as well as examples of Dr. Nicholas' and RRC's relevant project experience.

Town of Jackson/Teton County, WY | Affordable Housing Support Study and Implementation Legislation, 1994 and 2003 | Litigation 2004-2006

Bill Collins — Former Teton County Planning Director
307.690.4436 — collinsplanning@onewest.net

The Honorable James Radda — Circuit Court Judge
307.733.7713 — jlr@courts.state.wy.us

Clarion, in conjunction with Dr. James Nicholas, served as legal counsel and economist/methodologist, respectively, in the design of the initial support study and inclusionary housing regulations for Jackson / Teton County in the mid-1990s. This effort, a first in Wyoming, required legal analysis, the piecing together of a nexus between the increases in land/housing values and the housing market in Teton County, establishment of moderate and low income levels, and the development of an affordable housing needs analysis and an in-lieu fee based upon proportionate share principles.

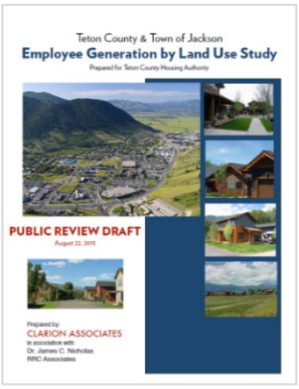
In 2002-2003, Clarion and Dr. Nicholas worked in conjunction with the Teton County Planning Department in developing the necessary support documents to update the Affordable Housing Support Study, and Mr. Richardson drafted the revised legislation.

Between 2004-2006, Mr. Richardson served as special legal counsel to the Teton County Attorney in successfully defending several legal challenges to the inclusionary housing requirements adopted by Teton County, in state court. One of the challenges went before and was successfully defended in the Wyoming Supreme Court.

Teton County, WY | Affordable Housing Guidelines| 2006

The Honorable James Radda — Circuit Court Judge
307.733.7713 — jlr@courts.state.wy.us

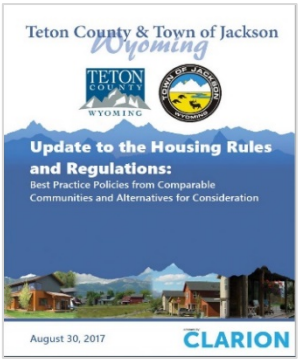
In 2006, Clarion assisted the Teton County Housing Authority (TCHA) in revising its Affordable Housing Guidelines. The guidelines dealt with both administrative and procedural issues related to the affordable housing mitigation program, as well as the interpretation and administration of proportionate share issues.



Town of Jackson/Teton County, WY | Employee Generation by Land Use Study| 2013

Christine Walker — Former TCHA Director
307.690.4487 — christine@navigatejh.com

In 2012-2013, Clarion Associates, in association with Dr. James Nicholas and RRC Associates, prepared 2013 Employee Generation by Land Use Study for the Teton County Housing Authority (TCHA). The purpose of the study was to develop a legally supportable methodology to assess the impacts of both residential and non-residential development on the need for affordable workforce housing in Teton County and the Town of Jackson, determine the need for affordable workforce housing created by development, and then identify strategies that could be used to mitigate those impacts. The study was used to support an update to the Town and County housing requirements.

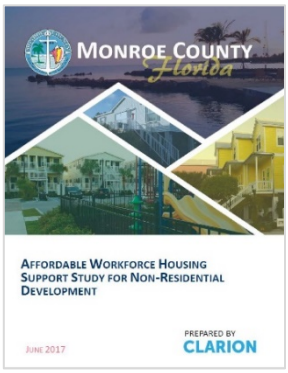


Town of Jackson/Teton County, WY | 2018 Housing Requirements| 2018

Tyler Sinclair — Community Development Director
307-733-0440, ext. 1301 — tsinclair@ci.jackson.wy.us

April Norton — Jackson/ Teton County Housing Department Director
307-732-0867 — ahnorton@tetoncountywy.gov

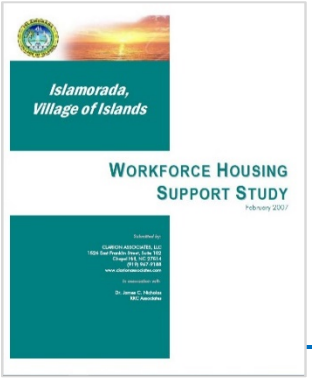
In 2017-2018, Clarion Associates, in association with Dr. James Nicholas, assisted the Town of Jackson and Teton County in restructuring the affordable workforce Housing Requirements. The effort culminated in the Town's and County's adoption of the updated Housing Requirements in June 2018 and included an update to the *2013 Employee Generation by Land Use Study*, specifically updating residential sales data, the calculation of affordability, and finally the need (by unit and in-lieu assistance) generated by residential and nonresidential development.



Monroe County, FL | Affordable Housing Study for Nonresidential Development| 2016-2018

Mayte Santamaria — Senior Director, Planning and Environmental Resources
305.393-5556 — Santamaria-mayte@monroecounty-fl.gov

The workforce housing problem in Monroe County (the Florida Keys) has reached a critical point. In late 2016, the County retained Clarion Associates, along with RRC and Dr. James Nicholas, to develop a legally supportable methodology to assess the impacts of non-residential development on workforce housing, and then evaluate the need for workforce/affordable housing created by non-residential development. The nexus study was completed and accepted by the Monroe County Board of County Commissioners in 2018.



Village of Islamorada, FL | Mandatory Workforce Housing Regulation and Support Study| 2007

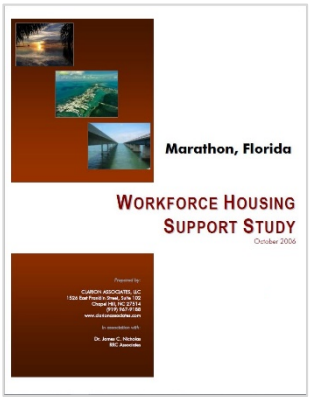
Ed Koconis — Former Village Manager, current Director of Building
305.453.8727 — koconis-ed@monroecounty-fl.gov

Faced with rapidly increasing housing sales prices, the Village of Islamorada in the Florida Keys sought solutions to create affordable workforce housing requirements for their workforce population. Clarion Associates, in association with Dr. James Nicholas and RRC, was hired by the Village to develop a legally supportable methodology to assess the impacts of development on workforce housing and a

strategy for mitigating these impacts. The Clarion team worked to diagnose the local workforce housing problem using an evaluation of the community-wide economic impacts created by new residential and non-residential development. The team then prepared implementation legislation for a workforce housing mitigation program to implement the methodology, which was adopted by the Village in 2007.

Marathon, FL | Affordable Workforce Housing Methodology | 2013

Gail Kenson	Planning Director
305.289.4111	planning@ci.marathon.fl.us



Clarion Associates, in association with Dr. James Nicholas, developed a legally supportable methodology and nexus study that assessed the impacts of residential development on affordable workforce housing in the city. As part of the effort, Clarion and Dr. Nicholas worked to diagnose the local affordable workforce housing problem based on an evaluation of the community-wide economic impacts created by new residential development. Following the evaluation, Clarion developed a formal methodology for assessing the extent of impacts that new residential development will have on local demand for affordable workforce housing, and created implementing legislation for the mitigation program.

Palm Beach, FL | Workforce Housing Methodology | 2006-2008

Verdenia Baker	Former Asst County Administrator, current County Administrator
561.355.6726	public@co.palm-beach.fl.us

Like many communities in South Florida, Palm Beach County's real estate prices in 2006-2008 became out of reach for a majority of the community. Seeking solutions to this problem, Palm Beach County contracted with Clarion Associates, Dr. James Nicholas, and RRC to develop a legally supportable methodology to assess the impacts of development on workforce housing and to develop implementation legislation for a workforce housing mitigation program for Palm Beach County. The Clarion team diagnosed the local workforce housing problem based on an evaluation of the community-wide economic impacts created by new residential and non-residential development. Following the evaluation, Clarion developed a formal methodology for assessing the extent of impacts that new development had on local demand for workforce housing. This project was placed on hold due to the economic downturn that began in 2008.

Pitkin County, CO | Affordable Housing Support Study & Implementation Legislation | 2006

John Ely	Pitkin County Attorney
970.920.5190	attorney@pitkincounty.com

Clarion Associates, in association with Dr. James Nicholas, assisted Pitkin County, Colorado (which surrounds Aspen and nearby ski- and resort-based communities) in the preparation of a new system of exactions that was designed to ensure new development adequately compensates the county for demands placed on local infrastructure and services. In addition to updating the county's existing exactions for parks, open space, and agricultural preservation, the Clarion team also developed exactions for affordable workforce housing and for health and human services and facilities. The Clarion team first prepared a policy memorandum discussing the legal, policy, data, and feasibility issues involved, as well as recommended approaches to each exaction. Following workshops with County staff and officials, the team then developed support studies to provide the foundation for each exaction, as well as implementing legislation.

Dr. James Nicholas

Dr. Nicholas has extensive experience consulting with communities in the design and implementation of affordable workforce housing mitigation and inclusionary housing programs. Dr. Nicholas has advised the following communities in these efforts:

- Teton County, Wyoming
- Town of Jackson, Wyoming
- Pitkin County, Colorado
- Collier County, Florida
- Lee County, Florida
- Monroe County, Florida
- Palm Beach County, Florida
- Village of Islamorada, Florida
- Marathon, Florida
- Sanibel, Florida
- Key West, Florida

RRC

Housing Needs Assesments/ Housing Studies

Needs assessments comprehensively examine market conditions and quantify housing problems and opportunities faced by communities or regions. While each is customized to address our client's unique needs, they typically consider housing costs relative to income, housing problems including overcrowding and substandard conditions, the relationship between jobs and workforce housing, existing rental and ownership market conditions, demographics, special needs populations and the impacts of commuting and regional influences on housing demand. Our reports identify opportunities and provide the framework for developing solutions to address quantified needs. In addition, we have worked with many clients to develop strategic housing plans which are tailored to the specific needs of the community or region.

In the past two decades RRC, often in collaboration with Clarion Associates, EPS, Rees Consulting or various other researchers, has completed needs assessments, nexus studies, and/or other specialized housing evaluations for numerous clients (a sample is shown below); many of them have utilized our services multiple times to assess needs and potential solutions as they have changed over the years.

Colorado Mountains and Rural Areas

Aspen and Pitkin County, Roaring Fork Regional Housing Research studies

Eagle County and Vail, Avon, Edwards, Eagle, Basalt and Gypsum

Summit County and Breckenridge, Silverthorne, Keystone, Copper

Gunnison County with Crested Butte, Mt. Crested Butte and Gunnison

Clear Creek County with Georgetown and Idaho Springs

Grand County with Winter Park, Tabernash, Granby and Grand Lake

Garfield County and Glenwood Springs

San Miguel County with Telluride and Mountain Village

Routt County with Steamboat Springs, Hayden and Oak Creek

Teller County and Cripple Creek, Victor and Woodland Park

Lake, Custer and Fremont Counties

Colorado Urban Areas

City of Boulder

Boulder County and Broomfield region with cities of Boulder,

Louisville, Longmont, Lafayette, Erie and Superior

City Lakewood

Jefferson County

Park County

City of Longmont

City of Durango

City of Westminster

City of Broomfield

Western States

Santa Fe County and City of Santa Fe, New Mexico

Hobbs, New Mexico

Central Oregon Region covering counties of Deschutes, Crook and Jefferson

Blaine County, Idaho

Eastern Sierra Region covering Mono and Inyo Counties and cities

of Mammoth Lakes and Bishop, California

Teton County and Jackson, Wyoming

C. Legal Experience

The Clarion team has substantial legal experience in addressing affordable workforce housing and exaction issues. Mr. Richardson has served as a principal in the design of "first-time" exaction initiatives in two states where development exactions at the time of implementation were untested in the courts (Reno, Nevada (roads) and Teton County, Wyoming (affordable workforce housing)). Each program was successfully implemented. He served as counsel of record in several landmark exaction cases, as well as special counsel to the Teton County Attorney's office in their successful defense of the County housing requirements in state court in 2004-2007. Dr Nicholas has testified numerous times in the successful defense of exaction programs in a number of states. The team's recent workforce housing requirements work in Jackson/Teton County is being held up as a model example of how to design an affordable workforce housing mitigation program in a recent law review article. See "A Rational Nexus Approach to Workforce Housing Development Conditions," *The John Marshall Review* (forthcoming spring 2020). David Henning and Geoff Greene, Clarion team members, are also attorneys who will assist Mr. Richardson in addressing legal issues during the update.

D. References

The RFQ asks for three references from similar relevant projects. We have included references for each project we described in the summary of relevant projects. Below we identify six references from the summary of relevant projects, from recently completed, or on-going code projects.

The Honorable James L. Radda, Judge (Clarion work in defending affordable workforce housing mitigation issues, and related land use issues)

Circuit Court of the 9th Judicial Circuit, Teton County, WY

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jlr@courts.state.wy.us

Tyler Sinclair (2019 Housing Requirements)

Community Development Director, Town of Jackson, WY

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April Norton (2019 Housing Requirements and Affordable Workforce Housing Guidelines)

Director, Jackson/ Teton County Housing Department

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Bill Collins, Former Planning Director (The 2006 Teton County Affordable Housing Nexus Study)

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Mayte Santamaria, Former Monroe County Director of Planning and Environmental Resources, (Monroe County Affordable Housing Study for Nonresidential Development, 2018)

Monroe County (Florida Keys), Florida – Senior Planning Policy Advisor to Monroe County Board of County Commissioners

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Ed Koconis, Current Monroe County Permit Manager (Islamorada Support Study and Mandatory Affordable Workforce Housing Ordinance)

Former Islamorada Village Manager, FL

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C. Work Plan

A. Project Understanding

There is a serious housing affordability problem in the Town of Jackson and Teton County. This is so because the price of housing has significantly increased since the early 1990s, while incomes and wages in the community have only increased modestly. The result is that today almost all members of the community's workforce are priced out of the housing market, and the problem continues to worsen.

As discussed in the RFQ, the Jackson/Teton County Comprehensive Plan recognizes this problem and sets out a goal to provide affordable housing to 65 percent of the local workforce. This goal is to be implemented through several policies, including mandatory mitigation on new residential, commercial, and other non-residential developments (Housing Requirements) to offset the affordable workforce housing demand their developments create. Both the County and Town updated their Housing Requirements in 2018. The June 2018 Housing Requirements are supported by the *2013 Employee Generation by Land Use Study* (the *2013 Study*), with targeted updates completed during the Update to the Housing Requirements.

The Town and County, working through the Jackson/ Teton County Housing Department, are seeking consultant assistance to update the *2013 Study* that currently supports both the Town's and County's Housing Requirements. As expressed in the RFQ, the general purpose of the update to the *2013 Study* is to bring current the …"links between the construction of new commercial and residential development and the employees generated by the development." The RFQ further states:

> "The study should also provide information about the existing types of jobs, the wages being earned, the percentage of the workforce living locally, the gap between income and housing costs, and information about non-brick and motor businesses including the employees generated and wages earned. The study may also provide information about how to require non-brick and mortar businesses to mitigate their impacts."

The work plan outlined below provides an explanation of the approach the Clarion team would take for completing the study within the timeframe requested in the RFQ. It also incorporates responses to the "key issues" set out in the RFQ. A schedule is included for each task in the section following the work plan.

Prior to setting out our proposed approach and methodology to the study update, we believe it important to raise one issue about the study and its methodology. The legal parameters controlling the design of a mandatory affordable workforce housing mitigation program are dynamic, and potentially subject to change. For example, just this term, after much consideration, the U.S. Supreme Court denied *certiorari*, deciding not to consider a case involving the standard of review that should be applied to mandatory affordable housing mitigation regulations (*Cherk v. Marin County, No. A153579, 2018 WL 6583442 (Cal. Ct. App. Dec. 14, 2018), review denied by California Supreme Court, No. S253558, March 13, 2019*). Many legal scholars and practicing attorneys, however, prognosticate there is a fairly high likelihood (especially given the recent changes in the court), that the Supreme Court will address the issue soon, and changes might be forthcoming. Making the legal environment even more problematic is the fact that different Federal Circuit Court of Appeals have been applying different standards of review to mandatory affordable workforce

hosing programs. For these reasons, it is important to note that the methodology and approach we propose for the update study accounts for these considerations, with the understanding that there might be a need for some adjustments to address recent court decisions, once the project has started.

Finally, in reviewing the work plan, please keep in mind that it is based on our review of the RFQ, our understanding of the goals for the project, our experience in designing and drafting nexus studies and mandatory workforce/affordable housing mitigation programs, and the current state of the law. It, however, has not been developed with the benefit of detailed discussions with Jackson/ Teton County Housing Department/County/Town staff; consequently, it is also important that we emphasize that we are flexible and open to revisions to the work plan after further discussions with staff.

The proposed work plan includes seven tasks.

B. Technical Approach and Methodology

Task 1: Project Initiation and Scoping

In Task 1, the Clarion team shall provide a list of data request(s) to the Jackson/ Teton County Housing Department staff and then determine in consultation with staff what relevant data is readily accessible for staff to compile and deliver to Clarion in a timely manner. This data will focus on local housing data, employment data, real estate data, codes, ordinances, regulations, and any plans relevant to the workforce housing affordability issue in the Town/County. Housing Department staff will then provide Clarion the data and studies.

After reviewing all relevant local housing data, employment data, real estate data, codes, ordinances, plans, and other documents provided by Housing Department staff, Clarion shall meet with staff and officials, as appropriate, to discuss overall project goals and discuss data deficiencies by means of an in-person meeting during a two day trip to Jackson.

During the Task 1 two-day trip, the Clarion team will also conduct a meeting with the Technical Stakeholder Group and a joint meeting of the Town Council and Board of County Commissioners. The meeting with the Technical Stakeholder Group shall be a kick-off meeting and involve an initial discussion of project goals and other issues related to affordable workforce housing and the study. These discussions will provide the Clarion team with a better understanding of project goals, existing data, and other related issues.

The purpose of the joint kick-off meeting with the Teton County Board of County Commissioners (hereinafter "BOCC") and the Town of Jackson Council will be to inform the public and Town/County elected officials about the project, its schedule, get input on general goals, and to receive input and feedback about the project generally.

Finally, and if appropriate, the Clarion team will visit (in coordination and consultation with Housing Department staff), different affordable workforce housing units and developments constructed under the current affordable workforce housing program.

TASK 1: PROJECT INITIATION AND SCOPING– RESPONSIBILITIES AND DELIVERABLES

CLARION TEAM

- Provide list of data requests
- Review all relevant data, studies, plans, regulations, reports, and related documents provided by staff
- Meet with staff to discuss overall project goals and any data deficiencies
- Conduct kick-off meeting with Technical Stakeholder Group
- Conduct kick-off meeting at joint meeting of Town Council/ BOCC
- If appropriate, visit different affordable units with staff

HOUSING DEPT. STAFF

- Review data requests; send copies of all relevant data to Clarion team
- Meet with Clarion team to discuss overall project goals and any data deficiencies
- Handle logistics for kick-off meetings with Technical Stakeholder Group and Council/BOCC
- If appropriate, visit different affordable units with consultants

TRIPS

One, two-day trip to Jackson

SCHEDULE

Completed: End of April 2020

Task 2: Confirm Study Methodology

In Task 2 the Clarion team shall develop the proposed methodology to be used in the updated Study. The proposed methodology shall be set down in writing and forwarded to Housing Department staff for review and comment.

After the Housing Department staff review, the Clarion team will conduct conference call(s) with Housing Department staff to discuss the proposed methodology, answer any questions and respond to comments. Clarion shall then make modifications to the proposed methodology that are mutually agreed-upon by both Clarion and Housing Department staff. This shall be the methodology that shall be used to conduct the nexus study update.

Task 3: Survey on Employment Patterns and Nonresidential Building Space

As part of the development of the Support Study a survey will be conducted in Jackson and the County that include four subtasks. The survey will be used to measure the employment patterns and the building space used for nonresidential development.[1]

Subtask 3.1 involves the Clarion team conducting a conference call with staff to confirm the parameters of the employment patterns and non-residential building space survey.

Based on the direction agreed to in the conference call, in Subtask 3.2, the Clarion team shall develop a survey to collect data on employment patterns and utilization of non-residential building space in the Town and County. The purpose of the survey is to capture local source data for the purposes of calculating employment generation rates per unit of building space for different industry sectors and/or types of space. The Clarion team will develop an initial survey draft and work with Housing Department staff to refine and finalize the survey instrument. It is anticipated that the survey will be no more than two 8.5"x11" page sides in length (relatively brief to encourage response). The Clarion team, working with staff, would also prepare a cover letter to accompany the survey, which can be signed by one or more selected Town and/or County officials.

In Subtask 3.3, the Clarion team will address two interrelated issues: (1) developing a survey sampling strategy, including employer list source(s) and volume of target contacts, and (2) developing survey fielding techniques (e.g., mailback, online, etc.). The Clarion team will present choices to Housing Department staff and collectively, the Clarion team and staff will identify optimal choices related to employer list sources, employer outreach resources, and survey objectives. We would initially anticipate the following parameters for the employer survey:

- **Survey distribution**: The Clarion team will contact a stratified random sample of approximately 1,500 employers in the Town and County to participate in a mailback survey, with the option for employers to complete the survey online.[2] The sampling will be designed to ensure complete

TASK 2: CONFIRM STUDY METHODOLOGY– RESPONSIBILITIES AND DELIVERABLES

CLARION TEAM

- Prepare summary of proposed methodology to be used for Study; conference call(s) with staff to discuss methodology
- Make changes mutually agreed to

HOUSING DEPT. STAFF

- Review proposed methodology
- Conference call(s) with Clarion team to discuss methodology and reach agreement on any changes.

TRIPS

None

SCHEDULE

Completed: End of April 2020

[1] Separately, employment and building space data for the community as a whole will also be collected from governmental data sources and analyzed in a separate phase of the study.

[2] For reference, that the Town of Jackson business license list currently identifies approximately 1,974 businesses with a Teton County mailing address. Separately, the US BLS QCEW database shows approximately 2,482 covered employers as of second quarter 2019.

coverage of the area's larger employers (who are less numerous, but have important employment impacts), and a random sample of smaller, more numerous employers. A reminder postcard will also be sent to encourage survey responses.

- **List source(s)**: It is anticipated that the Clarion team will purchase an employer mailing list from a commercial list vendor, utilize the Town of Jackson business license list, and/or will purchase an employer address list from the Wyoming Department of Labor and Employment. The team, however, is open to using other list sources requested by staff.
- **Supporting publicity**: The Clarion team will work with staff to implement a supporting publicity effort to encourage awareness and response to the survey, such as a press release and announcement of the survey in newsletters. The press releases, newsletters, and announcements would be made by Housing Department staff.

In Subtask 3.4, the Clarion team will prepare a brief summary report on the survey(s) findings, with accompanying charts and tables. The Clarion team also will prepare a database of raw survey data, particularly regarding employment levels, building space measures, industry sectors, and related data, to facilitate an analysis of employment generation rates associated with particular types of businesses or space users.

Non-brick-and-mortar businesses: As the RFP makes clear, one of the goals of this study is to evaluate the employment impacts of non-brick-and-mortar businesses and explore whether and how their employment impacts might be mitigated. To approach this, we would first clarify with the Town, County, and Housing Department which businesses are considered to fall into this category (e.g. businesses operated out of a home; businesses with a minimal or idiosyncratic commercial space footprint relative to their employee base, e.g. outdoor recreational providers; short-term rental owners; etc.). We would then check to ensure that these businesses are specifically addressed in the study. Depending on the nature of the businesses at issue, they might be contacted via the employer survey, and/or evaluated via other means (e.g. government and private sector data sources).

Task 4: Residential Employment Generation – Homeowner Survey

The objective of Task 4 is to measure the employment generated from the operations and maintenance of residences in the Town and County. We anticipate the approach to Task 4, like the approach to Task 3, to largely mirror the methodologies we employed in the 2013 Teton County Employment Generation Study. Additionally, we envision that Tasks 3 and 4 would proceed on concurrent tracks and would involve a similar set of four subtasks.

The first subtask (4.1) involves the Clarion team conducting a conference call with staff to confirm the parameters of the residential employment generation survey.

Based on the direction agreed to in the conference call, in Subtask 4.2, the Clarion team shall develop a survey to collect data on employment associated with the operations and maintenance of homes in the Town and County. The purpose of the survey is to capture local source data for the purposes of calculating employment generation rates per unit of space for different types and occupancies of homes. The Clarion team will update the 2013 survey and work with Housing Department staff to

TASK 3: SURVEY ON EMPLOYMENT PATTERNS AND NONRESIDENTIAL BUILDING SPACE – RESPONSIBILITIES AND DELIVERABLES

CLARION TEAM

- Confirm parameters with staff
- Design survey questionnaire and cover letter
- Develop survey sampling and survey fielding strategies
- Conduct survey
- Report survey results

HOUSING DEPT. STAFF

- Confirm parameters with Clarion
- Review survey questionnaire and cover letter, and provide written comments
- Review survey sampling and survey fielding strategies, and provide written comments
- Assist Clarion with logistics of survey consistent with scope
- Review Report and provide written comments

TRIPS

None

SCHEDULE

Completed: End of June 2020

TASK 4: SURVEY ON RESIDENTIAL OPERATIONS AND EMPLOYMENT – RESPONSIBILITIES AND DELIVERABLES

CLARION TEAM

- Confirm parameters with staff
- Design survey questionnaire and cover letter
- Develop survey sampling and survey fielding strategies
- Conduct survey
- Report survey results

HOUSING DEPT. STAFF

- Confirm parameters with Clarion
- Review survey questionnaire and cover letter, and provide written comments
- Review survey sampling and survey fielding strategies, and provide written comments
- Assist Clarion with logistics of survey consistent with scope
- Review Report and provide written comments

TRIPS

None

SCHEDULE

Completed: End of June 2020

refine and finalize the survey. It is anticipated that the survey instrument would be no more than three 8.5"x11" page sides in length. The Clarion team, working with staff, will also prepare a cover letter to accompany the survey, which can be signed by one or more selected Town and/or County officials.

In Subtask 4.3, the Clarion team will address two interrelated issues: (1) developing a survey sampling strategy, including homeowner and homeowners' associations list source(s) and volume of target contacts, and (2) developing survey fielding techniques (e.g., mailback, online, etc.). The Clarion team will present choices to Housing Department staff and collectively, the Clarion team and staff will identify optimal choices for survey implementation. We would initially anticipate the following parameters for the residential survey:

- **Survey distribution**: The Clarion team will contact a stratified random sample of approximately 3,000 homeowners in the Town and County to participate in a mailback survey with the option to complete the survey online.[3] The mailing list will oversample owners of large units, in an effort to ensure that adequacy of results for units of all sizes (including very large units, which are comparatively few in number). A reminder postcard will also be sent to encourage survey responses.
- **List source - Homeowners**: It is anticipated that the Clarion team will utilize the Teton County Assessor database as it is likely the only source that contains a complete listing of residential owners along with residential unit characteristics.
- **List source – Homeowner associations and businesses**: It is anticipated that the Clarion team will utilize an employer mailing list from a commercial list vendor, utilize the Town of Jackson business license list, and/or will purchase an employer address list from the Wyoming Department of Labor and Employment. The team, however, is open to using other list sources requested by staff.
- **Supporting publicity**: The Clarion team will work with staff to implement a supporting publicity effort to encourage awareness and response to the survey, such as a press release and announcement of the survey in newsletters. The press releases, newsletters, and announcements would be made by Housing Department staff.

In Subtask 4.4, the Clarion team will prepare a brief summary report on the survey(s) findings, with accompanying charts and tables. The Clarion team also will prepare a database of raw survey data, particularly regarding employment levels, building space measures, occupancy characteristics, and related data, to facilitate an analysis of employment generation rates associated with particular types and occupancies of homes.

Task 5: Preparation of Prototypical Affordable Workforce Housing Unit

In Task 5, the Clarion team will prepare, in consultation with Housing Department staff, the prototypical affordable workforce housing unit that is consistent with the Town and County affordable workforce housing goals. The prototype will be designed to address the size ranges of dwelling units (by square feet and number of bedroom(s)), the typical number of occupants in a unit, and the general types of building materials that will be used. In addition, the costs of construction (per square

[3] For reference, the U.S. Census estimates that there were approximately 14,034 housing units in Teton County as of 7/1/2018.

foot) and land costs will be estimated using available data on costs to construct local affordable workforce housing projects and recent real estate sales for land. The Clarion team will work with Housing Department staff to identify the data needs for this analysis.

Once the analysis is completed, a draft of the prototypical unit will be placed in memo form by the Clarion team and sent to County staff for review and comment. Housing Department staff will review the draft and provide the Clarion team a set of consolidated written comments. Subsequently, the Clarion team will conduct a conference call with staff to discuss the comments and reach consensus about revisions, if any. The Clarion team will then make the mutually agreed to changes and submit the memo to Housing Department staff. The prototypical unit will be included and used in the analysis conducted in the Study.

Task 6: Prepare *2020 Employee Generation by Land Use Study*

In Task 6, and based on the analyses in the previous tasks, the Clarion team will prepare the *2020 Employee Generation by Land Use Study*. The study can be used to provide the technical support for the Town and County's Housing requirements for residential and nonresidential development. It will use the methodology developed in Task 2 to determine the need for affordable workforce housing created by residential and nonresidential development and redevelopment, calculate appropriate mitigation, and if appropriate, discuss mitigation options.

More specifically, the analysis conducted in the Study shall include the following components:

- A summary demonstrating the severity of the affordable workforce housing problem in the Town and County today, and over the last 26 years;
- The establishment of a level of service standard that is consistent with the housing goal in the comprehensive plan. It will identify the amount and number of employees that will need to be provided housing based on the standard, and the quality of affordable workforce housing that will need to be provided;
- An inventory of affordable workforce housing, to assist in evaluating current conditions;
- A needs analysis, demonstrating the need for affordable workforce housing created by different types of residential and nonresidential development and redevelopment in the Town and County (including non-brick and mortar businesses and persons working out of their homes), consistent with the established goals. This part of the analysis will specifically identify:
    - The number and type of employees that work at and support each different type of development (land use) in the community (including employees of non-brick and mortar jobs and employees that work out of their home);
    - Employee wages (earned incomes), both individually as well as their household earned income;
    - Whether they live locally or commute (on average);

TASK 5: PREPARATION OF PROTOTYPICAL AFFORDABLE WORKFORCE HOUSING UNIT – RESPONSIBILITIES AND DELIVERABLES

CLARION TEAM

- Prepare analysis and memo of prototypical affordable workforce housing unit
- Conduct tel. conference with Housing Department staff to discuss staff comments
- Revise memo based on mutually agreed changes

HOUSING DEPT. STAFF

- Review and provide consolidated written comments on memo
- Conduct conference call with Clarion team to discuss memo, and reach mutual agreement on changes

TRIPS

None

SCHEDULE

Completed: June 2020

TASK 6: PREPARE 2020 EMPLOYEE GENERATION BY LAND USE STUDY– RESPONSIBILITIES AND DELIVERABLES

CLARION TEAM

- Prepare draft *2020 Employee Generation by Land Use* Study in accordance with scope
- Conduct tel. conference with Housing Department staff to discuss comments on Study
- Revise Study in accordance with scope

HOUSING DEPT. STAFF

- Review and provide consolidated written comments on Study
- Conduct conference call with Clarion to discuss memo, and reach mutual agreement on changes
- Distribute Public Review Draft of Study

TRIPS

None

SCHEDULE

Completed: End of October 2020

- The typical cost of providing housing for these employees/households (rental or owner), based on the housing costs for the prototypical unit prepared in Task 5

It is this section that will demonstrate the nexus or linkages between residential and nonresidential development/redevelopment (by type of development (land use)), the need for affordable workforce housing it creates, and the amount of housing that needs to be subsidized to make the housing affordable; and

- If appropriate, a section outlining mitigation that could occur under the program different from what now exists in the Housing Requirements (including discussion of the options the Town and County have to require mitigation by non-brick and mortar businesses, as well as home based businesses).

After completion of the draft Study, it will be submitted to Housing Department staff by Clarion for review and comment. Housing Department staff will review the draft Study and provide Clarion with a set of consolidated written comments on the draft. Subsequently, Clarion will conduct conference call(s) with staff to discuss the comments and reach consensus regarding revisions to the draft Study. Clarion shall then make mutually agreed-upon revisions and submit a Public Review Draft of *2020 Employee Generation by Land Use Study* Housing Department staff who will make it available to the Technical Stakeholder Group and public.

Task 7: Meetings on *2020 Employee Generation by Land Use Study*

After the Public Review Draft of *2020 Employee Generation by Land Use Study* is released for public review, the Clarion team shall conduct a three-day trip to Jackson to conduct meetings on the Study with the Technical Stakeholder Group and a joint meeting of the Town Council/Board of County Commissioners.

At the meeting with the Technical Stakeholder Group, the Clarion team shall overview the Study, answer questions, and receive input and comments from members of the stakeholder group.

The joint meeting of the Town Council/Board of County Commissioners shall be similar. The Clarion team will overview the Study, answer questions, and receive input and comments from the elected officials.

After these two presentations, Housing Department staff shall provide Clarion written comments/revisions to the Public Review Draft of the Study based on direction from the Town Council/Board of County Commissioners. Clarion shall then conduct conference call(s) about the comments and revisions and commit $2,700 of professional time to make the revisions. After making the revisions consistent with this commitment, Clarion shall then provide Housing Department staff a final version of *2020 Employee Generation by Land Use Study*.

TASK 7: MEETINGS ON 2020 EMPLOYEE GENERATION BY LAND USE STUDY– RESPONSIBILITIES AND DELIVERABLES

CLARION TEAM

- Conduct meeting with Technical Stakeholder Group on *2020 Employee Generation by Land Use Study* in accordance with scope
- Conduct joint meeting with Town Council and BOCC on *2020 Employee Generation by Land Use Study* in accordance with scope
- Revise Study in accordance with scope

HOUSING DEPT. STAFF

- Handle logistics for Technical Stakeholder Group meeting, and joint meeting of Town Council and BOCC
- Review and provide consolidated written comments on memo
- Conduct conference call with Clarion team to discuss memo, and reach mutual agreement on changes
- Provide Clarion written comments on revisions that need to be made to Study in accordance with scope

TRIPS

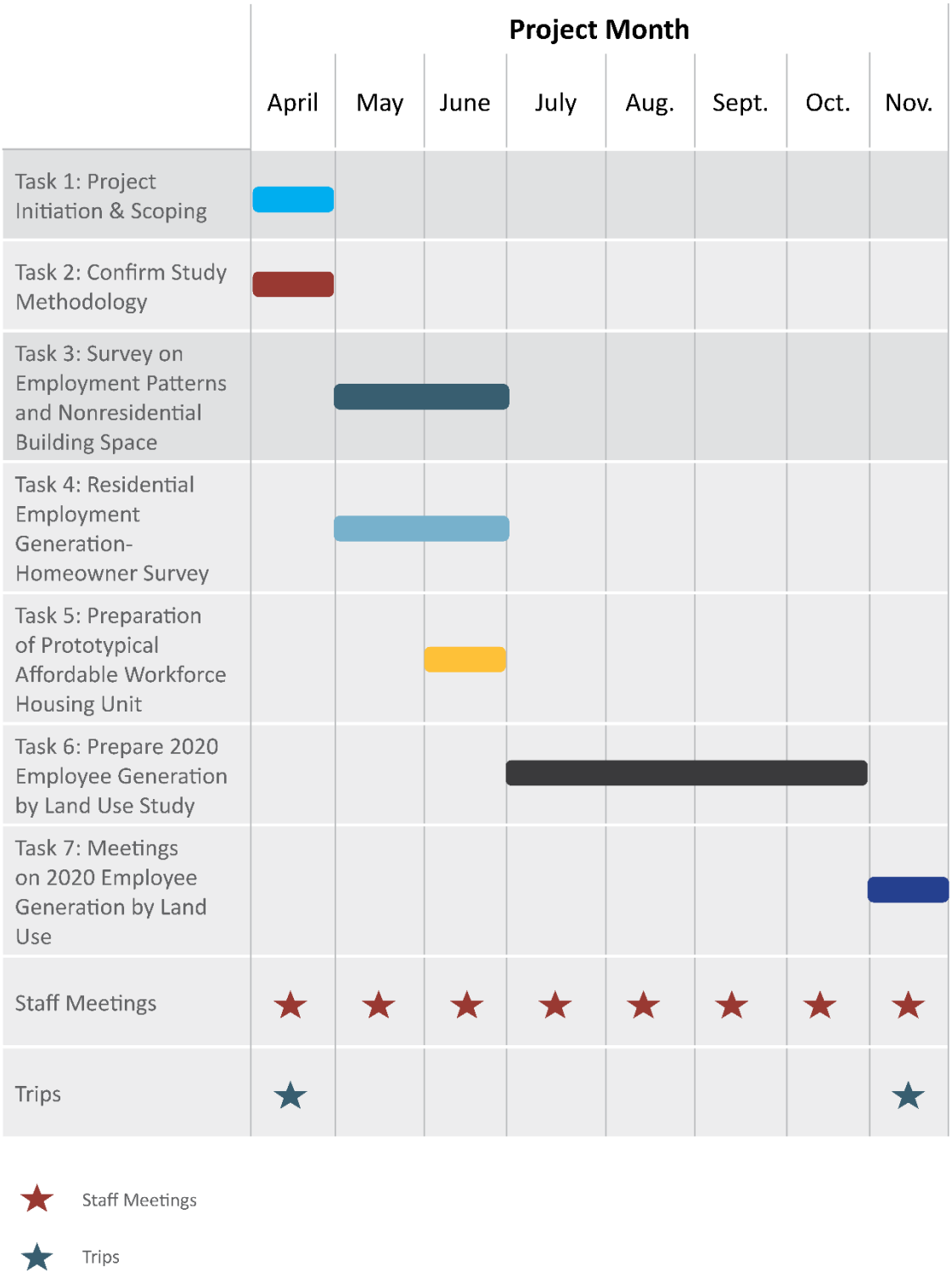
Three-day trip to Jackson

SCHEDULE

Completed: November 30, 2020

C. Schedule

The specific schedule and timeline for each task is specifically set down in each individual task in the work plan. Below we provide a graphic depiction of the schedule, by task, demonstrating how the project will be completed on a timely basis.



D. Unique Approach/ Technology

The Clarion Team's unique approach and technology used to support the approach are listed in the next section D.B: Methodology and Technology Proposed for the study.

E. Town/ County Staff Support

The specific responsibilities we expect of staff are identified in Tasks 1-7 of the work plan.

D. Responses to the Key Issues

A. Key Questions to be Addressed Through the Nexus Study

The response to D) a. about the study questions that are to be answered in *2020 Employee Generation by Land Use* are included in Task 6 (along with other key issues that we suggest need to be answered).

B. Methodology and Technology Proposed for the Study

The methodology used for the update will generally follow the methodology used for the 2013 Study. It will be used because it directly links the need for affordable workforce housing to the employee demand (with wage differentials) created by the different types of development (land uses) in the community. It has been based on many years of practice experience and thought by Dr. Nicholas (and also by Mr. Richardson and Ms. King), in their work in designing exaction programs generally, and mandatory affordable housing programs specifically. Since the *Nollan v California Coastal Commission*, 483 U.S. 825 (1987), and *Dolan v City of Tigard*, 512 U.S. 374 (1994) decisions, there has been much debate amongst the planning and legal community about the best methodology to use to ensure mandatory affordable housing requirements comply with relevant legal principles. A law review article by Julian Juergensmeyer[4] and Dr. Nicholas that will be published in the *John Marshall Law Review* (See "A Rational Nexus Approach to Workforce Housing Development Conditions," (forthcoming spring 2020)) summarizes and specifically identifies the approach used in the recently adopted Town and County Housing Requirements (and 2013 Study) as the best and most legally defensible approach. Importantly, it has been outlined and discussed at conferences, and generally embraced by the legal scholars who have rejected most if not all other methodologies. For these reasons, this is the methodology we propose to use and build on. It is a methodology that is appropriate for all geographic regions of the country.

The technology that will be used in the analysis will include use of the principals of rational nexus in establishing the empirical relationships between development and the need for workforce housing. The rational nexus approach proposed herein is built on a statistical demonstration of the need for and cost of workforce housing in Jackson/Teton County. Such an approach requires the use of local data that reflect the situation of Jackson/Teton County. The data that are the bases of this analyses are local employment and earnings together with local real estate sales. The demonstration will be done utilizing the results of the Jackson/Teton County employer and homeowner surveys to establish the number and earnings of employee households by type of development and the need for housing in Jackson/Teton County. These results will be incorporated into a broader view of the Jackson/Teton County housing market and the extent to which the private Jackson/Teton County real estate market can meet some or all the projected need for workforce housing. Any resulting unmet need could be the bases for mitigation requirements.

[4] Dr. Juergensmeyer is a preeminent legal scholar who has written extension on exaction issues. He is the author of *Urban Land Use Planning*, the hornbook used in law schools on land use law.

C. Ability to Replicate Proposed Methodology for Calculating Resident Workforce

There is no question that the methodology we propose is complex. However, the software used (Excel) is generally available and does not require specialized training. The written reports provide a complete description of the data and statistical methods utilized so that City/County staff could update the data and results when substantial changes have occurred, or when sufficient time has elapsed that updating is warranted. Excel spreadsheets have been and will continue to be provided to staff for their review and thus provide a basis for future updating of revisions when deemed necessary.

D. Experience and Approach for Engagement

We have been practicing in the profession for over 30 years, and have had the privilege and opportunity to assist communities address a variety of challenging and controversial issues like mandatory affordable workforce housing mitigation, open space and rural protection, wildlife habitat and environmental protection, downzoning, and development form and community character issues. Depending on the community and project, we have worked closely with elected officials and technical working groups in bringing projects to a successful conclusion. Because of this experience, we are skilled at working with citizens, staff, and elected officials to gain consensus on difficult issues like affordable workforce housing mitigation. We find that in working on complex issues, it is best to try and accurately summarize and simplify work to its most important core elements. In order for any regulatory program to be acceptable to the community it must be understood. Community understanding, in turn, requires an accurate and complete explanation of the background and data that are the bases of the program and how the results are responsive to recognized needs of the community. This effort will accomplish these goals through detailed reports and presentations that provide feedback loops to the elected officials, staff, the Technical Stakeholder Group, and the public.

E. Facilitation Approach

The primary purpose of engaging community leaders and community members within a planning process is to facilitate informed decision-making that will guide the process. Our approach to facilitation of project meetings is focused on having a clear target for the outcome of the meetings and using facilitation tools that will help participants make informed choices by translating complex topics into easy to understand terms and asking clear and discrete questions that participants feel informed to answer.

Our facilitation approach will begin before our first meeting with the Technical Stakeholder Group and the elected officials. We will conduct a videoconference with the staff's project management team to determine the critical meeting components:

- Project date, time, and location;
- Meeting objective(s) and critical questions to be answered by group;
- Approach for educating the group to help them make an informed decision;
- Approach for engaging the group in decision-making will be tailored to the questions being posed. Clarion has experience using a variety of tools and techniques to match facilitation needs;

- Assignment of “homework” that group members should complete prior to the meeting.

Meeting objectives will be stated clearly on the meeting agenda document that will be distributed prior to the meeting date, will be presented at the start of the meeting, and will be addressed at the end of the meeting to make sure that all participants agree that the objectives have been clearly met.

There will be a strong focus on using simple language and graphics to illustrate complex topics and calculations. These simplified and graphic terms will be used to educate participants about the fundamental concepts being evaluated in the Study and any decisions the community must make regarding the Study. At the end of the meetings, the facilitators will reflect on the meeting objectives and discuss with the participants and outstanding issues and the approach for resolving those issues.

The first set of kickoff meetings will be focused on the project process and methodology for developing the Study. This meeting will likely be more informative in nature, however, there may be key decisions that require feedback from the elected officials or the Technical Stakeholder Group.

The second set of meetings where the Study will be presented will focus on translating the steps in the process using user-friendly language and graphical depictions of key calculations. Elected officials and the Technical Stakeholder Group could be asked to provide feedback on the level of mitigation requirements or other policy-related questions.

E. Budget

As requested in the RFQ, we provide on the next page a proposed project budget that includes the number of hours for each task, team members responsible for the work, and hourly rates. Based on our approach, the not-to-exceed cost for the project is $105,830.

As with the work plan, we emphasize this is a proposed budget, and we are more than willing to work with the Housing Department to align the work plan with the financial resources available for the project.

Proposed Budget: Jackson/Teton County Employee Generation by Land Use Study

Task	Clarion				JCN	RRC		Total
Team Member	Richardson	King	Green	Sherman	Nicholas	Becher	Cares	
Billable Rate $/Hour	$225	$150	$85	$75	$200	$150	$150	
Task 1: Project Initiation and Scoping								
1.1 Data and report collection			4					4
1.2 Review of data and reports	4	4	4		4			16
1.3 Project team conference call to discuss kickoff trip	1	1	1					3
1.4 Preparation for kickoff meetings (staff, TSG, Elected officials) - agendas and ppts	2	2	8	4				16
1.5 Kickoff trip (including travel)		24	24					48
Task 1: Total Hours	***7***	***31***	***41***	***4***	***4***	***0***	***0***	***87***
Task 1: Total Labor	***$1,575***	***$4,650***	***$3,485***	***$300***	***$800***	***$0***	***$0***	***$10,810***
Person trips		1	1					***2***
Task 1: Total Travel		$1,730	$1,510					***$3,240***
Task 1: TOTAL	***$1,575***	***$6,380***	***$4,995***	***$300***	***$800***	***$0***	***$0***	***$14,050***
Task 2: Confirm Study Methodology								
2.1 Draft study methodology memorandum	4	2	1		4			11
2.2 Project team conference call to discuss memorandum	1	1	1		2			5
2.3 Final edits to memorandum	1	1	1		2			5
Task 2: Total Hours	***6***	***4***	***3***	***0***	***8***	***0***	***0***	***21***
Task 2: Total Labor	***$1,350***	***$600***	***$255***	***$0***	***$1,600***	***$0***	***$0***	***$3,805***
Person trips								***0***
Task 2: Total Travel								***$0***
Task 2: TOTAL	***$1,350***	***$600***	***$255***	***$0***	***$1,600***	***$0***	***$0***	***$3,805***
Task 3: Survey on Employment Patterns and Nonresidential Building Space								
Task 3: Total Hours	***4***	***4***	***4***	***0***	***8***	***92***	***8***	***120***
Task 3: Total Labor	***$900***	***$600***	***$340***	***$0***	***$1,600***	***$13,800***	***$1,200***	***$18,440***
Person trips								***0***
Task 3: Total Travel								***$0***
Task 3:TOTAL	***$900***	***$600***	***$340***	***$0***	***$1,600***	***$13,800***	***$1,200***	***$18,440***
Task 4: Residential Employment Generation - Homeowner Survey								
Task 4: Total Hours	***4***	***4***	***4***	***0***	***8***	***100***	***26***	***146***
Task 4: Total Labor	***$900***	***$600***	***$340***	***$0***	***$1,600***	***$15,000***	***$3,900***	***$22,340***
Person trips								***0***
Task 4: Total Travel								***$0***
Task 4: Total	***$900***	***$600***	***$340***	***$0***	***$1,600***	***$15,000***	***$3,900***	***$22,340***
Task 5: Preparation of Prototypical Workforce Housing Unit								
5.1 Conference calls to discuss prototypical unit approach/data	2	2	2		1			7
5.2: Preparation of prototypical unit memo and call with staff	4	6	8		2			20
5.3: Final adjustments to prototypical unit memo	1	1	2		1			5
Task 5: Total Hours	***7***	***9***	***12***	***0***	***4***	***0***	***0***	***32***
Task 5: Total Labor	***$1,575***	***$1,350***	***$1,020***	***$0***	***$800***	***$0***	***$0***	***$4,745***
Person trips								***0***
Task 5: Total Travel								***$0***
Task 5: Total	***$1,575***	***$1,350***	***$1,020***	***$0***	***$800***	***$0***	***$0***	***$4,745***
Task 6: Prepare 2020 Employee Generation by Land Use Study								
6.1 Prepare Staff Review Draft of Study	4	30	80	8	28			150
6.2: Project team calls to discuss	2	2	2		2			8
6.3: Prepare Staff Edits - Draft Public Review Draft of Study	4	16	40		12			72
Task 6: Total Hours	***10***	***48***	***122***	***8***	***42***	***0***	***0***	***230***
Task 6: Total Labor	***$2,250***	***$7,200***	***$10,370***	***$600***	***$8,400***	***$0***	***$0***	***$28,820***
Person trips								***0***
Task 6: Total Travel								***$0***
Task 6: Total	***$2,250***	***$7,200***	***$10,370***	***$600***	***$8,400***	***$0***	***$0***	***$28,820***
Task 7: Meetings on 2020 Employee Generation by Land Use Study								
7.1 Project team conference call to discuss study presentation trip	1	1	1					3
7.2 Preparation for meetings (staff, TSG, Elected officials) - agendas and ppts	2		2	4				8
7.3 Study presentation trip (including travel)	16	24						40
7.4 Final edits to study	2	6	16					24
Task 7: Total Hours	***21***	***25***	***19***	***4***	***0***	***0***	***0***	***69***
Task 7: Total Labor	***$4,725***	***$3,750***	***$1,615***	***$300***	***$0***	***$0***	***$0***	***$10,390***
Person trips	1	1						***2***
Task 7: Total Travel	$1,730	$1,510						***$3,240***
Task 7: Total	***$6,455***	***$5,260***	***$1,615***	***$300***	***$0***	***$0***	***$0***	***$13,630***
Project Total Hours	**59**	**125**	**205**	**16**	**74**	**192**	**34**	***705***
Project Total Labor	**$13,275**	**$18,750**	**$17,425**	**$1,200**	**$14,800**	**$28,800**	**$5,100**	***$99,350***
Travel Expenses	**$1,730**	**$3,240**	**$1,510**	**$0**	**$0**	**$0**	**$0**	***$6,480***
Total Fees: Labor and Expenses	**$15,005**	**$21,990**	**$18,935**	**$1,200**	**$14,800**	**$28,800**	**$5,100**	***$105,830***

CLARION

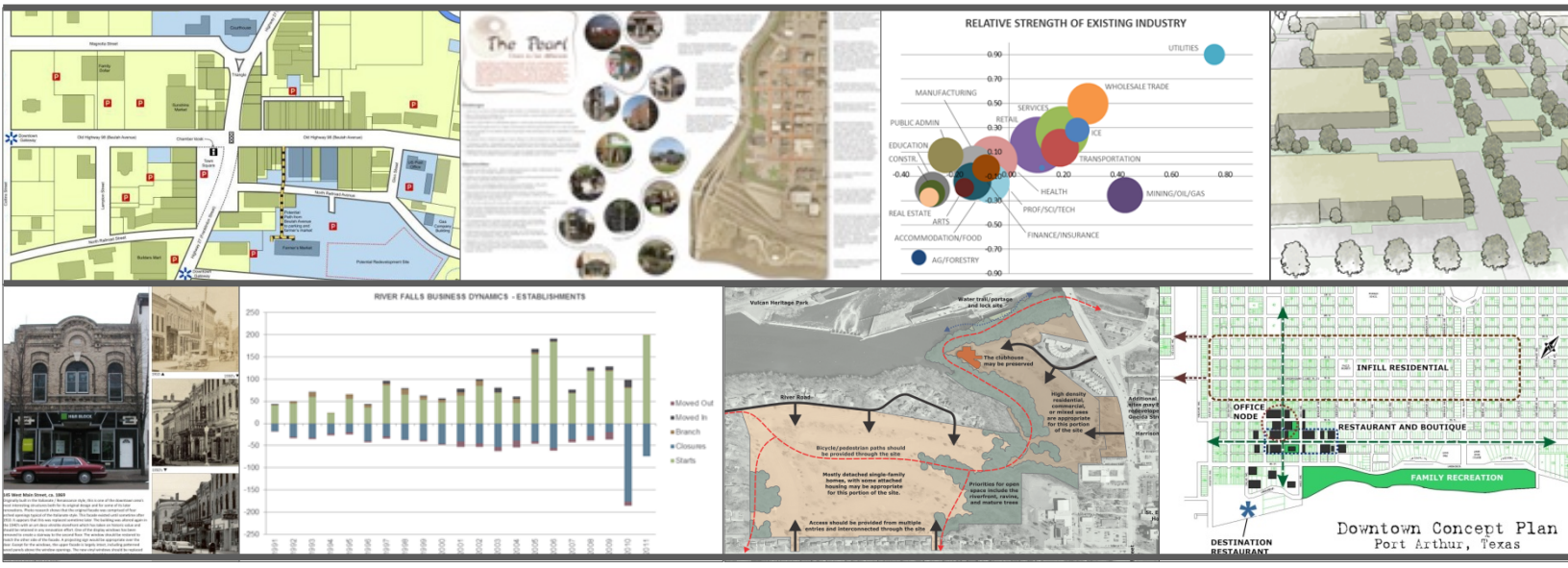
Planning | Zoning & Land Use | Real Estate | Sustainability & Resiliency

PROPOSAL

EMPLOYEE GENERATION BY LAND USE STUDY

Teton County, Wyoming & Town of Jackson, Wyoming

27 February 2020



PLACE DYNAMICS LLC
3090 South Country Lane
New Berlin ▪ Wisconsin ▪ 53146
www.placedynamics.com

Contact: Michael Stumpf, AICP, CEcD
Phone ▪ (262) 510-2131
Email ▪ michael.stumpf@placedynamics.com

PLACE DYNAMICS LLC
3090 S. Country Lane ▪ New Berlin ▪ Wisconsin ▪ 53146 ▪ Ph. (262) 510-2131 ▪ www.placedynamics.com

27 February 2020

Jackson/Teton County Housing Department
Attn: April Norton
320 South King Street, Box 575
Jackson, WY 83001

RE: Proposal for Employee Generation by Land Use Study (Housing Nexus Study)

Thank you for the opportunity to submit this proposal to assist the Town of Jackson and Teton County in conducting an Employee Generation by Land Use Study. Place Dynamics has extensive experience analyzing housing markets across the United States, grounded in a very strong analytical approach to developing and applying customized economic models.

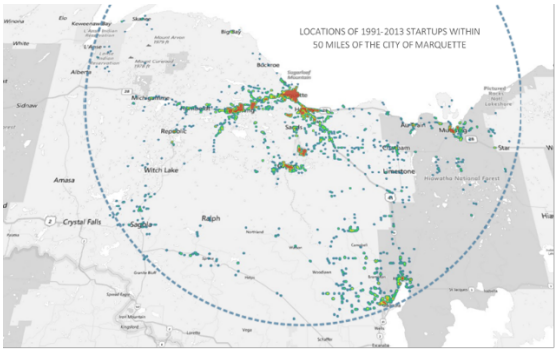


Figure 1 Place Dynamics has pioneered the use of NETS data to map out and better understand local economic conditions using large data sets which identify new business formation across the U.S.

Members of our team have travelled to Jackson, WY twice over the past three months, and have seen first-hand the consequences of a severely constrained housing market. In fact, one of our team member's kids is currently working at the Jackson Hole Mountain Ski resort while paying $800/month for a shared bedroom in Jackson. A college friend recently secured housing in one of the Housing Department's townhomes in Teton Village. Another friend is living outside Victor, joining thousands of others commuting over the pass on a daily basis.

Figure 2 The Homesteads at Teton Village. Source: www.buckrail.com.

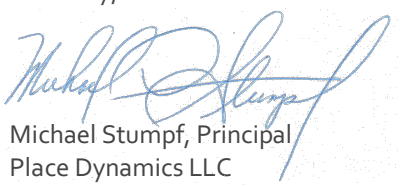
To address growth management and quality of life concerns, the County's Comprehensive Plan aims to "**Ensure we house over 65% of the workforce locally" and to "Mitigate impacts from new development and address loss of existing workforce housing stock."** While the County faces enormous challenges meeting these goals, there are signs of success. As noted in the draft 2020-2025 Housing Supply Plan, the *decline* in percent of workers living locally has tapered off. Furthermore, there are 747 affordable housing units in the development pipeline, including 277 deed restricted units.

The Housing Nexus Study will replace the existing 2013 study, and will provide the objective data needed to make informed policy decisions that will help preserve existing affordable housing and stimulate new affordable housing. The study will carefully map out and quantify the relationship between new commercial and residential development and the employees needed to support those

types of development, including non-brick-and-mortar businesses. In addition, the study shall examine and document existing job growth, job distribution, and workforce characteristics in order to better understand to the gaps between incomes and housing costs.

While this proposal lays out our recommended approach and qualifications, I would encourage you to visit our website (http://www.placedynamics.com) to learn more about our work and capabilities. I can answer any questions you may have concerning our proposal. I may be reached directly at (262) 510-2131, or via email michael.stumpf@placedynamics.com. I will look forward to your decision.

Sincerely,



Michael Stumpf, Principal
Place Dynamics LLC

QUALIFICATIONS

Place Dynamics was established in 2005 to provide insight and strategy for community and economic development. We practice in the three core areas of economic development strategy, market and economic analysis, and business district vitality. Our work includes approximately 200 assignments across most of the United States and Canada.

The following is a summary of our qualifications for this project as requested in the RFQ.

A. PROPOSED PROJECT TEAM

Place Dynamics has assigned two of our most experienced staff to this project. Resumes are provided on the following pages.

- **Michael Stumpf.** Michael will be the Principal in Charge. His role will be to lead the analysis and to participate in the technical stakeholder group. He will be the lead author for the report. Michael has spent 30 years in market research and economic development in the private sector, in local government, and as a consultant. He has been at the forefront of introducing new data sources and techniques in the field, resulting in greater accuracy and more descriptive information from which to make decisions.
- **Andrew Dane.** Andrew will be the Project Manager. His role will be coordinating communications with the client Project Manager. He will assist with the analysis and report writing, and serve as the lead facilitator for the technical stakeholder group. Andrew has 23 years of experience in planning and economic development, including extensive housing related experience as an investor, community development director, and consultant for both municipalities and developers.

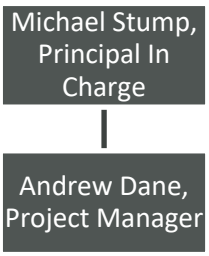


Figure 3 Organizational Chart

MICHAEL STUMPF

Principal

Education

MS Urban/Economic Geography

BS Public Administration

Northern Illinois University

Certifications

American Institute of Certified Planners (AICP) – #019408

Certified Economic Developer (CEcD) – #1782

Professional

American Planning Association

International Economic Development Council

Mid-America Economic Development Council (Board)

National Trust for Historic Preservation

Wisconsin Downtown Action Council (Board, President)

Wisconsin Economic Development Association

Michael Stumpf is a community strategist with more than thirty years of experience in government and as a private consultant. Michael is an expert in applying market intelligence to craft effective community and economic development strategies.

After beginning his career in retail development, Michael spent 15 years as an economic development director for communities in Illinois, Wisconsin, and Colorado. In 2005 he left his position as the economic development director for the City of Boulder, Colorado, to form Place Dynamics.

Through more than 140 projects in 27 states and provinces, Michael has gained extensive knowledge of the alternative approaches employed in various regions of the country, and in differing types of urban and rural communities. His work in economic development and downtown revitalization has received several professional awards.

As an economic development director, Michael was instrumental in implementing business district strategies in both downtowns and emerging commercial areas. He has continued to make revitalization a large part of his consulting practice, incorporating his background in market analysis and knowledge of development. Michael has been on the board of the Wisconsin Downtown Action Council since 1996.

Michael has expertise in business location decision-making in both the retail and primary industry sectors. He has authored numerous articles on industrial site selection and retail markets. Michael applies this knowledge in helping communities to site and plan successful commercial business districts and employment centers. His retail work encompasses all types of commercial areas, mixed-use neighborhoods, and shopping centers. He has conducted the market feasibility, site selection, and development planning for business or industrial parks with public and private investment approaching $1 billion.

Michael's work in community planning has tended to focus on market-driven approaches and small area development or redevelopment plans. These have included neighborhoods, development sites, parks, and waterfronts, in addition to comprehensive planning and related activities such as impact fees, economic impact analysis, and demographic or economic studies.

Experience

BUSINESS DISTRICTS AND REDEVELOPMENT

- 124th St and Lisbon Rd Redevelopment Plan, Brookfield, WI
- Allen Creek / Union St. Redevelopment Plan, Evansville, WI
- Commercial Corridor Plans, Appleton, Wisconsin
- Commercial Corridors Study, Rochester, New York
- Downtown Concept Plan, Port Arthur, Texas
- Downtown Plan, Appleton, Wisconsin
- Downtown Plan, Belvidere, Illinois
- Downtown Plan, Boulder, Colorado
- Downtown Plan, Clintonville, Wisconsin
- Downtown Plan, Elm Grove, Wisconsin
- Downtown Plan, Marshfield, Wisconsin
- Downtown Plan, Mazomanie, Wisconsin
- Downtown Plan, Menasha, Wisconsin
- Downtown Plan, Whitewater, Wisconsin
- Downtown Redevelopment Sites, Janesville, Wisconsin
- Downtown Strategic Assessment, Sioux City, Iowa
- Fox River Corridor Redevelopment Plan, Appleton, WI
- Hawthorn Mellody Redevelopment, Whitewater, WI
- Hilltop Small Business Study, Columbus, Ohio
- International Marketplace, Indianapolis, Indiana
- Interstate 94 Corridor Plan, Raymond, Wisconsin
- James Street Redevelopment Plan, Whitewater, WI
- Jefferson Street Redevelopment Plan, Whitewater, WI
- Layton Boulevard Strategy, Milwaukee, WI
- Near West Side Strategy, Milwaukee, Wisconsin
- Oneida Street Corridor Plan, Appleton, Wisconsin
- Redevelopment Area Plan, Wausau, Wisconsin
- Richmond Street Corridor Plan, Appleton, Wisconsin
- Superior Trade Zone Strategy, Michigan
- Town Center Plan, Ledgeview, Wisconsin
- Town Center Plan, Raymond, Wisconsin
- Town Center Plan, Tylertown, Mississippi
- Washington Av Redevelopment Workshop, Madison, WI
- Water Street Redevelopment Plan, Menasha, Wisconsin
- Whitewater Hotel Redevelopment, Whitewater, WI
- Wisconsin Avenue Corridor Plan, Appleton, Wisconsin

ECONOMIC DEVELOPMENT

- Business Climate Study, Webster County, Iowa
- Business Development Toolkit, Moffat County, Colorado
- Business Incubator Feasibility Study, Farmington Hills, MI
- Business Incubator Feasibility Study, La Crosse, Wisconsin
- Business Incubator Feasibility Study, River Falls, Wisconsin
- Business Incubator Feasibility Study, Woodinville, Wash.
- Commercial Development Program, Boone County, Illinois
- Coworking and Entrepreneurship Study, Idaho Falls, Idaho
- Coworking and Entrepreneurship Study, Southeastern WI
- Coworking Feasibility Study, Orlando, Florida
- Destination Development Plan, Pagosa Springs, Colorado
- Disaster Recovery Strategy, Schoharie County, NY
- Downtown Redevelopment Practices Analysis, Wisconsin
- Economic Benchmark Analysis, Santa Fe, New Mexico
- Economic Cluster Analysis, 7-County Region, Iowa
- Economic Development Assessment, Escambia Co., FL
- Economic Development Analysis, East Stroudsburg, Penn.
- Economic Development Organizational Study, SW Colorado
- Economic Development Assessment, Pleasantville, NJ
- Economic Development Marketing, Sun Prairie, Wisconsin
- Economic Development Plan, Marquette, Michigan
- Economic Development Plan, Mazomanie, Wisconsin
- Economic Development Plan, Vernon County, Wisconsin
- Economic Development Strategy, Whitewater, Wisconsin
- Economic Recovery Planning, Bay St. Louis, Mississippi
- Economic Recovery Planning, Minot, North Dakota
- Enterprise Zone Marketing Strategy, Belvidere, Illinois
- Entrepreneurial Development Strategy, Gilbert, Arizona
- Food Innovation Center Feasibility Study, Eureka, CA
- Incentives Study, Spruce Grove, Alberta, Canada
- Industry Analysis and Marketing, Ogdensburg, NY
- Industry Target and Marketing Plan, Coos County, NH
- Industry Target and Marketing Plan, Spruce Grove, AB
- Industry Target and Marketing Plan, Stony Plain, AB
- Industry Target Study, Webster County, Iowa
- Manufacturing Jobs and Port Study, Eureka, California
- Manufacturing Relocation Study, Chicago Region, IL
- Natural / Organic Food Industry Initiative, Boulder, CO
- Retail Development Workshop, Kansas
- Retail Development Workshop, South Dakota
- Retail Trade Study, Lake County, Ohio
- Rural Tourism Asset Map, Rock/Henry/Mercer Cos., IL
- Targeted Industry Market Development, Rockford, IL
- Tourism Development Plan, Whitewater, Wisconsin
- Tourism Strategy, Okeechobee County, Florida

MARKET ANALYSIS AND DEVELOPMENT STRATEGIES

The projects listed below are representative of Michael extensive experience. He has conducted the market research, site selection, and feasibility analysis for more than 80 public or private commercial development projects across the nation.

- 28th and Jay Development Impact Analysis, Boulder, CO
- Banquet and Lodging Analysis, Lake Mills, Wisconsin
- Best Use Analysis, Little Chute, Wisconsin
- Cottage Grove Road Analysis and Strategy, Madison, WI
- Development Opportunities Analysis, Blair, Wisconsin
- Development Opportunities Analysis, Holmen, Wisconsin
- Development Opportunities Analysis, Hudson, Wisconsin
- Development Opportunities Analysis, Oakdale, Wisconsin
- Downtown Market Analysis and Strategy, Ripon, WI
- Economic Benchmark Application, Santa Fe, New Mexico
- Economic Impact Analysis, Monroe, Wisconsin
- Economic Impact Analysis, Stoughton, Wisconsin
- Grocery Development Study, Madison, Wisconsin
- Hotel & Conference Center Analysis, Kingman County, KS
- Hotel Development Analysis, Ripon, Wisconsin
- Hotel Feasibility Analysis, Cheraw, South Carolina
- Hotel Feasibility Analysis, New Roads, Louisiana
- Hotel Feasibility Analysis, St. Francisville, Louisiana
- Housing Development Site Analysis, Munising, Michigan
- Housing Needs Analysis, Whitewater, Wisconsin
- Housing Development Site Analysis, Woodstock, Illinois
- Impact Fee Review, Oak Grove, Wisconsin
- Impact Fee Review, Somerset, Wisconsin
- Impact Fee Review, St. Joseph, Wisconsin
- Keweenaw Mountain Lodge Analysis, Copper Harbor, MI
- Market Analysis & Recruitment Plan, Bay St. Louis, MS
- Market Analysis, Belvidere, Illinois
- Market Analysis and Strategy, Alamogordo, New Mexico
- Market Analysis and Strategy, Gallup, New Mexico
- Market Analysis and Strategy, Jamestown, North Dakota
- Market Analysis and Strategy, Mazomanie, Wisconsin
- Market Analysis and Strategy, Oakdale, Wisconsin
- Market Analysis and Strategy, Trinidad, Colorado
- Market Analysis and Strategy, Whitewater, Wisconsin
- Meeting and Hospitality Analysis, Lake Mills, Wisconsin
- Near West Side Market Analysis, Milwaukee, Wisconsin
- Northside Market Analysis, Madison, Wisconsin
- Pharmacy Study, Red Cliff Band of Chippewa, Wisconsin
- Retail Market Study and Strategy, Tulsa, Oklahoma
- Retail Trade Study, Lake County, Ohio
- Sales and Economic Impact Analysis, Murrysville, PA

OFFICE/INDUSTRIAL PARK DEVELOPMENT

- Bluff Road Commercial Corridor, Whitewater, Wisconsin
- Enterprise Business Center, Racine County, Wisconsin
- Highway 14 Industrial Park, Mazomanie, Wisconsin
- Northcentral Iowa Ag-Industrial Center, Fort Dodge, IA
- Williams Value-Added Agricultural Park, Williams, Iowa
- Whitewater Business Park, Whitewater, Wisconsin

URBAN PLANNING

Michael has led or participated in many planning projects including visioning exercises and interactive workshops, comprehensive plans, neighborhood plans, and park plans.

Place Dynamics

ANDREW DANE

Education

MS Urban/Regional Planning
University of Arizona

BS Conservation Biology
University of Wisconsin-Madison

Certifications

American Institute of Certified Planners (AICP) – #025561

LEED AP Neighborhood Development (LEED AP ND), U.S. Green Building Council

ENVISION Sustainability Professional (ENV SP), Institute for Sustainable Infrastructure

Professional

American Planning Association

Wisconsin Downtown Action Council

US Green Building Council

Andrew Dane is an urban planner with over twenty years of experience assisting both rural and urban communities as well as private industry. Andrew is a highly skilled and confident group process leader and facilitator, with extensive experience designing and leading public participation and community engagement processes. He specializes in project planning, feasibility and implementation of complex projects including downtown and neighborhood revitalization; land use planning; and economic development. Andrew has successfully secured more than $100M in tax credits and grants for his clients.

After launching a successful landscaping company after college, Andrew spent 10 years as an economic development director for the City of South Tucson and as a Community Economic Development Educator for University of Wisconsin-Extension. Prior to joining Place Dynamics Andrew was Senior Community Development Specialist with Short Elliott Hendrickson Inc - a regional planning and engineering firm - where he provided community, economic development, and urban planning services for clients throughout the Midwest.

Andrew is actively engaged in his neighborhood and community, founding the Lawrence City Park Neighborhood Association and co-founding Neighborhood Investments, LLC, a small real estate management firm rehabilitating blighted residential and commercial properties.

Andrew contributes his expertise to Place Dynamics as a contract employee on a project basis. He and Michael have developed a strong work synergy having completed over one dozen projects together.

Experience

BUSINESS DISTRICTS AND REDEVELOPMENT

- Towers Area Market Study, Wausau, Wisconsin
- South Riverfront Master Plan, Wausau, Wisconsin
- Downtown Plan, Appleton, Wisconsin
- Downtown Plan, Clintonville, Wisconsin
- Downtown Plan, Marshfield, Wisconsin
- Downtown Plan, Menasha, Wisconsin
- Strategic Plan, Chippewa Falls Main Street
- Downtown Plan, Porter, IN
- Downtown Revitalization Plan, Gering, IN
- Downtown Plan, Sherwood, WI
- Downtown Plan, Elm Grove, WI
- Downtown Corridor Plan, E. Stroudsburg, PA

ECONOMIC DEVELOPMENT

- Opportunity Zone Marketing, Menasha, WI
- Riverside North Master Development Team, La Crosse, WI
- Pocket Neighborhood Development, Eau Claire, WI
- Community Housing Plan, City of South Tucson, AZ
- Economic Development Plan, Vernon County, Wisconsin
- Economic Impact and Tourism Study, N. WI State Fair
- Cost of Community Services, Cleveland Township, WI
- Strategic Business Plan, West WI Rail Transit Authority
- Brownfields Historic Fill Permit, Neenah, WI
- Water System Capacity Study, Eau Claire, WI
- Business Park Feasibility Study, Eau Claire, WI
- IMPLAN Impact Studies, Barron County, WI
- IMPLAN Impact Studies, Chippewa County, WI

MARKET ANALYSIS AND FEASIBILITY STUDIES

- Retail District Market Analysis, Tulsa, OK
- Retail Market Analysis and Small Business Opportunity Study, Columbus, OH
- Biomass Feasibility Study, Bad River Tribe, WI
- Business Retention/Expansion Study, NW WI
- Economic Impact of Crafts/Arts, NW WI
- Marketing Co-op Feasibility Study, Six Rivers Co-Op, WI
- Value-Added Wood Product Study, MRRPC, WI

- Biomass Feasibility Study, Boise Forte Tribe, MN
- Recycling Feasibility Study, Chippewa County, WI
- Solid Waste/Recycling Plan, La Crosse, WI
- Solid Waste/Recycling Plan, Fond Du Lac Tribe, WI
- Downtown Market Analysis, Sherwood, WI
- Energy Conservation Plan, Chippewa County, WI
- Visitor Survey, Pagosa Springs, CO
- Bioefuls Feasibility Study, MRRPC, WI
- Biofuels Feasibility Study, Thilmany Papers, WI
- Biofuels Due Diligence Study, Xcel Energy, WI
- Ethanol Expansion Feasibility Study, ACE Ethanol, LLC
- Energy Conservation Plan, Oneida Tribe, WI
- Strategic Plan, Chippewa County, WI

LAND USE AND TRANSPORTATION PLANNING

- Trail Master Plan, Appleton, WI
- Bicycling and Pedestrian Plan, Fish Creek, Wisconsin
- Bicycling and Pedestrian Wayfinding Plan, ECWRPC
- Transportation Plan, Sherwood, WI
- 54th Street Preliminary Design, Edina, MN
- Miller's Bay Neighborhood Streetscape Design Plan, Oshkosh, WI
- Planning Services, Newburg, WI
- Comprehensive Plan, Whitehall, WI
- Downtown Parking Study, Fish Creek, WI
- River Management Plan, Kiel, WI
- Master Land Use Plan Update, La Crosse County, WI
- Waterfront Master Plan, Fish Creek, WI
- Comprehensive Plan Workshop, Marshfield, WI
- Comprehensive Plan, Stevens Point, WI
- Comprehensive Plan, Appleton, WI
- Kinnickinnick River Corridor Plan, River Falls, WI
- Comprehensive Outdoor Recreation Plan, Suring, WI
- Comprehensive Plan, Barron County, WI
- Arrowhead Park Master Plan, Neenah, WI
- Flood Management Plan, Milwaukee, WI
- Wayfinding and Streetscape Design Plan, Fish Creek, WI
- Parking Study, Egg Harbor, WI

PROJECT FUNDING

- $500K EDA Grant Application, Eureka, CA
- $500K REAP Grant Application, ACE Ethanol, LLC
- $500K REAP Grant Application, Fox River Energy, LLC
- $250K CDIG Grant Application, Eau Claire, WI
- $500K TAP Grant Application, Waupaca, WI
- $75K Fund for Lake Michigan Application, Fish Creek, WI
- $25K CDBG Planning Grant, Clintonville, WI
- $25K CDBG Planning Grant, Port Washington, WI
- $300K CDBG Infrastructure Grant, Lowell, WI
- 500K Infrastructure Grant, Tigerton WI
- $7.4M USDA RD Grant/Loan, Birnamwood, WI
- $100M Empowerment Zone Tax Credits, S. Tucson, AZ
- $500K HOME Grant Funds, S. Tucons, AZ
- $400K CDBG Grant Application. S. Tucson, AZ
- $250K USDA RD Housing Grant, S. Tucson, AZ
- $250K USDA Energy Grant, Thilmany Papers, WI
- $1M Historic Tax Credit Application, Private Developer
- Tax Increment Financing Sherwood, WI
- Roadway Special Assessments, Sherwood, WI

B. FIRM/TEAM EXPERIENCE

Housing is often a critical issue in planning, as well as a focus of government action in its own right. Place Dynamics has a long history of supporting housing development through housing market research, neighborhood or comprehensive planning, and housing strategies. The following are examples of this work.

HOUSING MARKET RESEARCH AND STRATEGIES

- Housing Impact Fee Reviews, Somerset, St. Joseph, Oak Grove, Wisconsin
- South Riverfront Market Study, Wausau, Wisconsin
- Towers Area Market Study, Wausau, Wisconsin
- Best Use Analysis, Little Chute, Wisconsin
- Hilltop Neighborhood Market Analysis and Strategy, Columbus, Ohio
- Housing Development Site Market Analysis, Munising, Michigan
- Housing Program / GDBG Program, Whitewater, Wisconsin
- Housing Recovery Planning, Minot, North Dakota
- Housing Redevelopment Site Review, Milwaukee, Wisconsin
- Market Analysis and Strategy, East Stroudsburg, Pennsylvania
- Near West Side Analysis and Strategy, Milwaukee, Wisconsin
- Seven Bridges Development, Holmen, Wisconsin
- Comprehensive Plan, Appleton, Wisconsin
- Comprehensive Plan, Blair, Wisconsin
- Comprehensive Plan, Clintonville, Wisconsin
- Comprehensive Plan, Menomonee Falls, Wisconsin
- Comprehensive Plan , Oakdale, Wisconsin
- Comprehensive Plan, West Milwaukee, Wisconsin
- Downtown Plan, Elm Grove, Wisconsin
- Downtown Plan, Menasha, Wisconsin
- Downtown Plan, Marshfield, Wisconsin
- Downtown Riverfront, Janesville, Wisconsin
- East Site Neighborhood Plan, McFarland, Wisconsin
- International Marketplace Strategy, Indianapolis, Indiana
- New Town Center Analysis and Strategy, Ledgeview, Wisconsin
- Redevelopment Project Analysis, Ripon, Wisconsin

C. LEGAL EXPERIENCE

None

D. REFERENCES

The following individuals may be used as references.

Kim Mitchell, Director of Community Relations and Programs
Town of Lyons
PO Box 49
Lyons, CO 80540
(303) 823-6622 (ext. 35)

- Town of Lyons Hotel Feasibility Study

Dustin J. Wolff, AICP, Senior Planner
Mead & Hunt
10700 West Research Drive, Suite 155
Wauwatosa, WI 53226
(414) 935-4240
dustin.wolff@meadhunt.com

- Ledgeview Town Center Analysis and Strategy
- Dining/Banquet/Lodging Study for Sandy Beach

Peter Kelly, Business Development Coordinator
(Formerly with Town of Gallup, NM)
Town of West Chicago
475 Main Street
West Chicago, IL 60185
pkelly@westchicago.org

- Retail/Dining/Lodging Market Analysis

Daniel Shea, Community Development Director
(Formerly with Kingman County EDC)
Town of Abilene
419 N. Broadway St.
P.O. Box 519
Abilene, KS 67410
(785) 263-2355
development@abileneTownhall.com

- Kingman Conference Center/Hotel Study

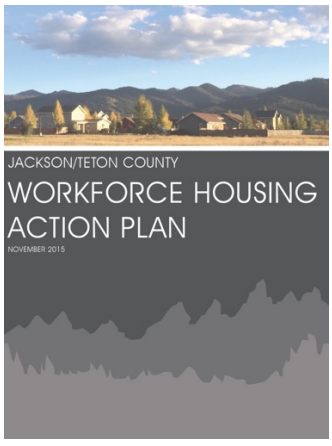


Figure 4 The Housing Action Plan maps a new community-driven course for the future of housing production, preservation, and management. Based on policy directives from the Jackson/Teton County Comprehensive Plan and informed by eight housing studies prepared since 2007.

WORK PLAN

A. TECHNICAL APPROACH AND METHODOLOGY

Place Dynamics will utilize the industry standard for developing housing nexus studies. This methodology includes the following steps:

1. Identify the number and price points of new housing units induced and commercial development.
2. Estimate the minimum income associated with new resident households based on affordability criteria.
3. Identify the impacts of new household spending on local job growth.
4. Estimate the number of worker households by income level, and quantify their associated housing demand.
5. Calculate appropriate fees based on workforce housing unit demand per new market rate unit and commercial development.

B. SCHEDULE

The following detailed project schedule to complete the feasibility study is based on an initiation date of April 6, 2020. We can work with the Town to determine a final schedule that meets its specific needs.

Task 1..... April 6

Stakeholder Interviews .....Week of April 30

Finalize methodology based on stakeholder input..... May 1

Task 2 ..... May 15

Task 3..... July 15

Task 4 .....Aug 15

Task 5..... Oct 1

Draft report.....Oct 15

Task 6..... Nov 1

C. UNIQUE APPROACH/TECHNOLOGY

Place Dynamics has pioneered the use of NETS (National Establishment Time Series) data to analyze and understand local economies. To develop a better understanding of the impact of business growth on local workforce demand we will review commercial records and match them with NETS data, providing a more accurate estimate of local market growth. We will also use GIS to identify home based businesses which have been created in the region but which are not showing up in local permit records. This will provide a more robust and comprehensive picture of the impact of nontraditional business growth on the local economy, including the associated increased demand for workforce housing.

D. TOWN/COUNTY STAFF SUPPORT

We will need Town/County staff support to help arrange stakeholder meetings, and to provide access to building permit data when not publicly available on the internet.

RESPONSES TO THE KEY QUESTIONS

Our team is known for its exceptional public participation skills and insightful presentations. If we are selected for this assignment we will modify the approach below to meet the needs of the Town.

A. KEY QUESTIONS

i. How many employees are generated by the construction of new commercial and residential development broken out by type of new development/redevelopment and job sector.

ii. What types of existing jobs are there, and what are their associated wages?

iii. What is the percent of workforce living locally (within Teton County).

iv. How many jobs are being created by non-brick and mortar businesses? What are the associated wages nad where are the jobs located? Can these businesses be required to mitigate for their impacts through housing requirements or other methods?

B. METHODOLOGY AND TECHNOLOGY

Task 1: Background analysis and kick off meeting

1.1 We will review all of the previously completed studies and prepare a set of questions for the kick off meeting.

1.2 At the kick off meeting we will review and discuss the proposed methodology.

Task 2: Estimate the affordability gap

2.1 For this task we will review and update as necessary the results of prior studies.

Task 3: Housing nexus study

3.1 Residential and commercial market baseline. We will use data provided by the Town and County to quantify and describe the types and price points of new residential and commercial development.

3.2 Nexus analysis. To estimate maximum impact fees which can be charged we will follow these steps:

- Identify historical sales prices and annual gross rents for hew housing units over the past 5-year period.
- Calculate household income distribution for new buyers and renters of 5-year period.
- Calculate total consumer expenditures of all new household types using IMPLAN.
- Estimate the number of new employees needed to serve the increased economic activity estimated using IMPLAN.
- Modify employment growth using 65% target figure from the Comprehensive Plan.
- Identify number of new households generated by new employees based on average number of wage earners per household as determined by the census.
- Estimate employee incomes by using the average wage by occupation for industry sectors analyzed.
- Convert employee incomes to household incomes.
- Use prior study benchmarks to estimate number of new employee households based on AMI thresholds.
- Multiply the affordability gap by the number of households requiring workforce housing and divide by the number of units in each prototype to establish a maximum housing impact fee per unit.

Task 4: Commercial nexus study

The commercial nexus study will estimate the increase in demand associated with new commercial development and redevelopment with the following steps:

- Identify commercial prototypes and sizes for desired categories (office, retail, hospitality, etc.)
- Establish SF/worker benchmarks for each prototype and associated number of employees.
- Adjust anticipated number of new employees required using 65% live/work target used in housing nexus study.
- Calculate number of households associated with new employees.
- Estimate employee incomes using average occupational wages associated with new commercial space using regional labor market figures.
- Convert employee incomes to household incomes.
- Use prior study benchmarks to estimate number of new employee households based on AMI thresholds.

- Multiply the affordability gap by the number of households requiring workforce housing and divide by the number of units in each commercial prototype to establish a maximum housing impact fee per unit.

Task 5: Strategic Planning

5.1 We will prepare a benchmark study to document what fee levels have been adopted by jurisdictions with similar programs.

5.2 We will facilitate a series of meetings with the stakeholder team and local developers over a one-week period to review and discuss the results of the previous tasks. Key questions to address will include:

- What will be the impact of altering the existing fee schedule?
- What levels of impact would substantially impact the local market?
- How would new fee structures impact use of alternative mitigation requirements?
- What exclusions or exemptions should be considered, if any?

Task 6: Draft and final reports

6.1 Based on results of prior tasks we will recommend a new fee schedule and prepare draft and final reports.

C. REPLICATION METHOD

We recommend the Town/County staff replicate the resident workforce percentage by benchmarking current estimates with Average Annual Daily Traffic Counts (AADTs) and then modifying the figure based on traffic changes. This can be done in a manner that adjusts for leisure travel.

D. EXPERIENCE AND APPROACH TO PRESENTING, FACILITATING, AND COMMUNICATING

Place Dynamics has expertise in facilitating small and large groups using a diverse set of tools. We are trained in best practices and follow the International Association for Public Participation (IAPP) methodology which begins with an assessment defining overall goals, the types of appropriate tools to use and when, as well as an explicit acknowledgement of how the information gathered will be used.

E. FACILITATION APPROACH

For this project we would prepare a Stakeholder Engagement Plan with the client prior to project initiation. We have found that nominal group meeting techniques work well for complex projects such as these, however we also anticipate focus groups and key informant interviews.

BUDGET

Place Dynamics will complete the Housing Nexus Study for a flat not to exceed fee of $104,900. This is inclusive of the cost of data, materials, and travel to complete the project as described in the proposal.

		Dane		Stumpf		
HOURLY RATE		100		125		
TASK NO. AND DESCRIPTION		HRS.	COST	HRS.	COST	SUBTOTAL
1	Background Analysis & Kick Off	40	4000	40	5000	$9,000
2	Estimate affordability gap	24	$2,400	16	$2,000	$4,400
3	Housing nexus study	200	$20,000	40	$5,000	$25,000
4	Commercial nexus study	180	$18,000	40	$5,000	$23,000
5	Strategic planning	60	$6,000	40	$5,000	$11,000
6	Draft and final reports	100	$10,000	60	$7,500	$17,500
TRAVEL						$10,000
DATA						$5,000
TOTALS		604	$60,400	236	$29,500	**$104,900**

Place Dynamics typically bills on a monthly cycle for costs incurred during the prior period. Payment is due within 30 days of the invoice date.

Place Dynamics maintains general liability ($2 million), professional liability ($1 million), business auto ($1 million) and workers compensation policies and can provide documentation upon request. We are registered in the State of Wisconsin as a limited liability company. Place Dynamics is recognized as a service-disabled veteran-owned business (SDVOB).

BOARD OF COUNTY COMMISSIONERS

TOWN COUNCIL

JOINT INFORMATION MEETING

AGENDA DOCUMENTATION

PREPARATION DATE: January 23, 2020
MEETING DATE: January 28, 2020

SUBMITTING DEPARTMENT: Affordable Housing
DEPARTMENT DIRECTOR: April Norton
PRESENTER: April Norton

SUBJECT: Housing Nexus Study Request for Qualifications

STATEMENT/PURPOSE

The purpose of this staff report is to provide the Board of County Commissioners ("Board") and Town Council ("Council") with:

1. a Request for Qualifications ("RFQ") for an Employee Generation by Land Use Study ("nexus study"); and
2. a timeline for the release, initiation, and completion of the study.

BACKGROUND/ALTERNATIVES

The Jackson/Teton County Comprehensive Plan ("Comp Plan") establishes the goal of housing at least 65% of our workforce locally. The Comp Plan includes a variety of strategies to achieve this goal, including Policy 5.3.a which requires developers to mitigate their impact on the availability of housing that is affordable to the local workforce. To implement housing mitigation requirements based on the Comp Plan, an update to the housing nexus study was necessary to establish a rational nexus between the fee and needs created by development. That study was completed in 2013.

In 2017, the planning and housing departments began updating Town zoning in Districts 3-6, Housing Requirements ("mitigation program"), and the rules that govern the housing program ("rules and regs"). Over 200 individuals provided comments on the zoning, mitigation program, and rules and regs. The updates to the zoning, mitigation program, and rules and regs were adopted by the Council and Board in July 2018. Major policy changes included incentives for developers to build workforce housing in the Town and a move to a mitigation program based on employee generation that requires developers to mitigate for the employees their development creates who earn less than 200% of median family income. The employee generation numbers are derived from the Housing Nexus Study.

So, it is now time to update the Housing Nexus Study to document current links between the construction of new development or redevelopment and the employees generated by the development. The study will also show us the types of jobs being created, the wages being earned, the percentage of the workforce living locally, and the gap between income and housing costs. The study will also provide information about non-brick-and-mortar businesses, employees generated, and wages earned. However, it is unclear whether we can legally require these businesses to pay a mitigation fee based on the "rational nexus" standard.

In addition to updating the nexus study, a technical stakeholder group will be appointed by staff and will meet throughout the nexus study research and writing period to provide comments and consultation that will inform staff's recommendations to the Board and Council. Staff will appoint this group following the approval of the RFQ.

Staff proposes the following timeline for this work:

- January 28, 2020: RFQ is approved by the Board and Council
- January 29, 2020: RFQ is released
- February 27, 2020: RFQ responses are due
- February 28, 2020: Public opening at 8:00 AM at the Housing Department Office
- March 16, 2020: Board and Council award contract
- April 6, 2020: Project initiation
- November 30, 2020: study complete
- December 2020: study presentation to Board and Council
- February-December: technical stakeholder group meets to discuss study and provide consultation to inform staff

EXISTING POLICY DIRECTION – COMPREHENSIVE PLAN, HOUSING ACTION PLAN

Comprehensive Plan Policy:

- Maintain a diverse population by providing workforce housing. Principle 5.1.
- Reduce the shortage of housing that is affordable to the workforce. Principle 5.3.

Housing Action Plan Strategy:

- Require mitigation of employees generated by growth that cannot afford housing. 5C.

ATTACHMENTS

- Request for Qualifications for an Employee Generation by Land Use Study

FISCAL IMPACT

- The 2013 nexus study cost around $70,000. Staff anticipates the budget for this project will be in the $150,000 range based on the timeline and limited internal staff capacity.
- Staff anticipates that hiring a facilitator for the stakeholder group will cost in the $15,000-$30,000 range.
- Including advertising and education for both projects, staff anticipates an all-in cost not to exceed $200,000.

Based on the timeline proposed, the contractor for the nexus study and facilitation services will not begin work until April 2020. Since this project is not part of any department's work plan for this year, a budget amendment for three months of work may be necessary. The balance will need to be provided in the FY21 budget.

STAFF IMPACT

This project will require significant staff time from multiple departments across the Town and County.

In 2019, the nexus study was in the Joint Long-Range Planning work plan for FY 19-20. However, given persistent staffing shortages in that department and the time-sensitive nature of this work, staff recommends shifting the study to the Joint Housing Department which will manage the contract with significant support from the Joint Senior Long-Range Planner once the Growth Management Plan is complete (estimated completion: March 2020).

In addition to considerable time from the Joint Senior Long-Range Planner and Joint Housing Director, the Planning Directors from the Town and County, the Town Attorney, Deputy County Attorney, and Town Community Development Director will all provide critical support and expertise throughout the project.

STAKEHOLDER ANALYSIS

Stakeholders include Town and County taxpayers, local working families, business owners, developers, and visitors.

LEGAL REVIEW

Reviewed by Lea Colasuonno, Town Attorney, and John Graham, Deputy County Attorney.

RECOMMENDATION

Staff recommends approval of the Request for Qualifications:

- It's time. The nexus study should be updated every five years; the 2013 study is seven years old.
- It will not set the rate. The nexus study will provide the maximum amount of mitigation that can legally be required. The rate is a political decision that will be dictated by the Board and Council.

Housing requirements are one piece of the housing production pie. In 2019 housing requirements accounted for 20 of the 62 new permanently deed restricted units built. The other two pieces of the pie – zoning incentives and public participation – are also key producers of housing. It takes all three (requirements, incentives, public participation) to provide safe, stable housing for our working-class families and individuals so that we can mitigate our impacts on the environment, manage the type of growth we see in the Town and County, and sustain a high quality of life.

SUGGESTED MOTION

I move to direct staff to release the Request for Qualifications for the Employee Generation by Land Use Study.

TETON COUNTY, WYOMING &
THE TOWN OF JACKSON, WYOMING

EMPLOYEE GENERATION BY LAND USE STUDY
Request for Qualifications

Release Date: January 29, 2020
Submission Deadline: February 27, 2020

REQUEST SUMMARY

The Town of Jackson and Teton County seek a qualified team to conduct an Employee Generation by Land Use Study. The Town and County are committed to increasing the supply of stable, affordable housing for the local workforce to meet community goals related to Quality of Life, Ecosystem Stewardship, and Growth Management (see: Jackson/Teton County Comprehensive Plan).

Introduction

The Jackson/Teton County Comprehensive Plan ("Comp Plan") establishes the goal of housing at least 65% of the Teton County workforce locally. The Comp Plan includes a variety of strategies to achieve this goal, including Policy 5.3.a which requires developers to mitigate their impact on the availability of housing that is affordable to the local workforce.

In July 2018, updates to zoning in the Town of Jackson, Town and County Housing Requirements ("mitigation program"), and the rules that govern the housing program ("rules and regs") were adopted by the Town Council and Board of County Commissioners. Major policy changes included incentives for developers to build workforce housing in the Town and a move to a mitigation program based on employee generation that requires commercial and residential developers to mitigate for the employees their development creates who earn less than 200% of median family income. The employee generation numbers are currently derived from the existing 2013 Employee Generation by Land Use Study ("Housing Nexus Study").

The Town and County now seek a new Housing Nexus Study that will document current links between the construction of new commercial and residential development and the employees generated by the development. The study should also provide information about the existing types of jobs, the wages being earned, the percentage of the workforce living locally, the gap between income and housing costs, and information about non-brick-and-mortar businesses including the employees generated and wages earned. The study may also provide information about if and how to require non-brick-and-mortar businesses to mitigate for their impacts.

In addition to the Housing Nexus Study, the consultant will be asked to facilitate a technical stakeholder group, which will meet throughout the nexus study and provide comments and consultation that will inform the Town and County Planning and Housing staff recommendations related to the mitigation program. The stakeholder group will consist of nine community members and five key staff.

RFQ REQUIREMENTS

The Teton County Board of County Commissioners and Jackson Town Council have approved the following timeline for this RFQ:

RFQ Release	January 29, 2020
Submission Deadline	February 27, 2020
Contract Award	March 16, 2020
Project Initiation	April 6, 2020
Project Completion	November 30, 2020

Submissions are due February 27, 2020 by 4pm MST. Submissions received after 4pm on February 27th will not be considered. Incomplete submissions will not be required. All responses shall include one (1) signed original and one (1) electronic copy of the proposal and should be delivered to:

Jackson/Teton County Housing Department
Attn: April Norton, Director
320 South King Street, Box 575
Jackson, WY 83001

Proposals shall include the following information, in this order:

A) Introductory Letter
Please include a letter of interest that clearly demonstrates the respondent's understanding of the project and interest in being considered for the project. The letter shall include the respondent's name, contact information, and primary contact name.

B) Qualifications
   a. Proposed Project Team – Please include a description of each team member, including: a resume, how s/he will participate in the project and her/his relevant experience. Please designate the Principal in Charge and the Project Manager for the contract. An organizational chart must be included.
   b. Firm/Team Experience – Please summarize your experience completing nexus studies and assessing housing impact fees on commercial and residential development. Please describe any major challenges you faced while working on other nexus studies and how you addressed them.
   c. Legal Experience – Please describe any legal experience your team has had with nexus studies. Please include information about any challenges your team has faced related to other nexus studies.
   d. References - Please provide three (3) references for whom your team has provided similar services. List the name, address, email address and telephone number for each reference along with a brief description of the relevant work provided for each reference.

C) Work Plan
   a. Technical Approach and Methodology – Please provide a brief explanation of the approach and methodology for completing the study. Please include any peer reviews of the methodology/technique proposed.
   b. Schedule – Please Include a detailed project schedule with an initiation date of April 6, 2020. Please note all dates for key project milestones and deliverables along with any assumptions used to develop the schedule.
   c. Unique Approach/Technology – Please identify and describe any unique approaches or technologies you propose using as part of this project.
   d. Town/County Staff Support – Please describe the type and amount of support you will require to complete this project. If possible, please note the timing for this work.

D) Responses to the Key Issues
   a. The key questions that should be addressed through this nexus study are:

i. How many employees are generated by the construction of new commercial and residential development? This should be broken out by type of new development and redevelopment and job sector.
ii. What are the types of existing jobs that exist today and what are the wages being earned?
iii. What is the percentage of the workforce living locally (within Teton County)?
iv. What is the gap between income and housing costs?
v. How many jobs are being created by non-brick-and-mortar businesses., what are the wages being earned by these employees, and where are the jobs located? Can these businesses be required to mitigate for their impacts through housing requirements? If not, what are other ways they can be required to mitigate for their impacts?

b. Please discuss in detail the methodology and technology you propose to use for this housing nexus study. Please answer how this technology can be utilized in this geographic region, why the methodology and technology you propose is superior to other methodologies, and how your method will develop and incorporate local data.
c. Please describe how the method you use to determine the resident workforce percentage may be replicated by Town and County staff on an annual basis to be incorporated in the Indicator Reports (link below).
d. Please describe your experience and approach to a) presenting to elected officials, b) facilitating small working groups, and c) communicating technical information to non-technical audiences. What challenges have you faced while doing this and what solutions have you utilized?
e. Please describe your approach to facilitating. What methods do you use? What methods do you avoid? Please provide examples of facilitation around complex issues.

E) Budget
Provide the fees for each service provided broken out by the number of hours for each specific task, the staff person responsible for that task, and his/her hourly rate. Please also provide a "Not to Exceed Cost" for the project. Necessary travel and any other costs should be included in the Cost Proposal.

EVALUATION CRITERIA

The initial review of submittals for completeness will be conducted by the Housing Director. All complete submittals will then be reviewed by the technical stakeholder group. Town and County Staff will bring forth a recommendation to the Board of County Commissioners and Town Council based on the following criteria:

- response to the key questions.
- experience and performance, including demonstrated ability to deliver high quality, advanced work for relevant projects that are similar in complexity and scope.
- proven ability to meet deadlines and control costs.
- adequate staffing resources to complete the scope of work within the timeframe proposed; and
- proposed fees.

Please note that the Town and County reserve the right not to choose anyone.

INQUIRIES

All inquiries regarding this RFQ should be directed to ahnorton@tetoncountywy.gov. Questions will be accepted until February 24, 2020. Answers will be posted on a rolling basis at www.jhaffordblehousing.org.

RESOURCE DOCUMENTS

All respondents are encouraged to review the following resource documents:

Jackson/Teton County Comprehensive Plan
http://jacksontetonplan.com/270/Comprehensive-Plan

Jackson/Teton County Workforce Housing Action Plan
http://jacksontetonplan.com/202/Housing-Action-Plan

Engage 2017: Housing Requirements
http://jacksontetonplan.com/161/Housing-Requirements

Town of Jackson Land Development Regulations
http://jacksontetonplan.com/DocumentCenter/View/934/Town-of-Jackson-Land-Development-Regulations-PDF?bidId=

Teton County Land Development Regulations
http://jacksontetonplan.com/DocumentCenter/View/932/Teton-County-Land-Development-Regulations-PDF?bidId=

Annual Indicator Reports
http://jacksontetonplan.com/35/Community-Monitoring

TOWN COUNCIL

WYOMING BOARD OF COUNTY COMMISSIONERS

JOINT INFORMATION MEETING
AGENDA DOCUMENTATION

PREPARATION DATE: March 30, 2020
MEETING DATE: April 6, 2020

SUBMITTING DEPARTMENT: Long-Range Planning
DEPT DIRECTORS: Tyler Sinclair & Chris Neubecker
PRESENTER: Kristi Malone

SUBJECT: 2020 Annual Indicator Report and Fiscal Year 2021 (FY21) Implementation Work Plan (MSC2020-0005/P20-020)

PURPOSE/REQUESTED ACTION

This item will be broken up into two tasks to be addressed over the course of two Joint Information Meetings with the Jackson Town Council and the Teton County Board of County Commissioners:

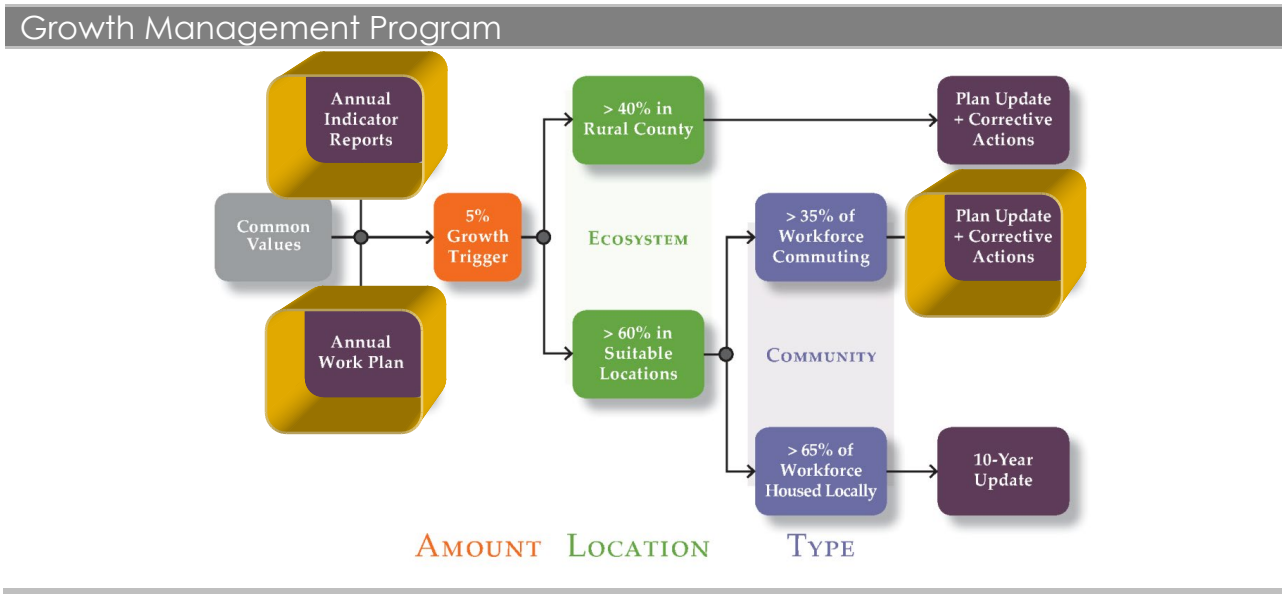
1. April 6, 2020 meeting: Commissioners and Councilmembers are requested to review the 2020 Indicator Report and discuss.

2. May 4, 2020 meeting: Commissioners and Councilmembers are requested to review a FY21 Work Plan proposed by staff and consider adoption after making any necessary changes or amendments based upon their review of the Indicator Report, the Growth Management Program Review/2020 Comprehensive Plan Update. A proposed FY21 Work Plan will be provided by staff prior to the May 4th meeting as a basis for consideration.

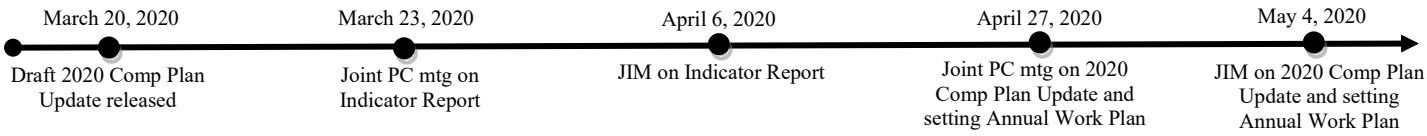
Since this item spans two meetings to include both the Indicator Report and Work Plan, your motion for this meeting on April 6th will just be to continue the item to the May 4, 2020 Joint Information Meeting so that setting the FY21 Work Plan can occur at that time.

BACKGROUND

The Annual Indicator Report and Work Plan operate in conjunction with the Growth Management Program to adaptively implement the Comprehensive Plan. The Annual Indicator Report facilitates evidence-based planning and consistent data trend records as our community seeks to achieve the Comprehensive Plan Vision. It informs the scope and prioritization of the tasks in the Annual Work Plan. The Annual Work Plan identifies and prioritizes the Comprehensive Plan implementation efforts to be undertaken in the next fiscal year. The Work Plan includes long-range Teton County projects, Town of Jackson projects, and projects that will be carried out jointly by both jurisdictions.



In addition to the Indicator Report informing prioritization of Work Plan tasks as it does every year, we are also nearing completion of our first Comp Plan Update triggered by the Growth Management Program. The Growth Management Program is a quantitative review structure that provides the measurability and accountability needed to ensure the community will achieve the Comprehensive Plan Vision. The GMP Review and Comp Plan Update process began last year and is nearing completion as a Public Review Draft of the 2020 Comp Plan Update was released on March 20, 2020 for consideration prior to adoption. The anticipated timeline for coordination between the Annual Indicator Report, Annual Work Plan and 2020 Comp Plan Update is below:



PLANNING COMMISSION ANALYSIS

The Town and County Planning Commissions met jointly on March 23, 2020 to review and discuss the 2020 Indicator Report. The following summarizes their primary points of discussion:

- Recognition that the broader types of inequality and 'inclusion ethic' are difficult to measure and extend beyond just economic factors, which is all that are currently measured. This limitation was also identified through the GMP Review and staff noted that this issue will be revisited as improved indicators are developed for future reports as directed by the 2020 Comp Plan Update process.
- Relationship between limited labor force and efficiency of constructing multi-family unit development should be further examined when we prioritize different types of development to meet community-wide goals.
- Need for better indicators for ecosystem stewardship; also noted during the GMP Review process and is reflected in the 2020 Comp Plan Update process. Interest in adding air quality, noise pollution and water quality monitoring as future indicators.

- Discussion around finding harmony in Community Values of ecosystem stewardship, growth management and quality of life rather than discord or hierarchy; consideration of location and type of development in meeting these overall values.
- Noted increase in 2017 and 2018 Vehicle Miles Traveled, and discussion of increased travel in winter and shoulder seasons, as well as increasing effective population.
- Discussion of potential impacts of the COVID-19 pandemic on future trends and behavioral shifts that may be reflected in the indicator report next year and in future years. Topics discussed included rise in telecommuting, changes in commuting patterns and mobility, and more virtual workers moving into Jackson; also, how the novel coronavirus will affect 2020 Census data, which could impact future planning efforts.
- Consideration of impacts of non-brick-and-mortar businesses in the community and the ability or limitations of existing data to identify them for purposes of housing mitigation; staff noted that the upcoming Housing Nexus Study should provide more and better data on this issue.

STAFF ANALYSIS

The purpose of this item is to review the data and analysis presented in the 2020 Indicator Report. A FY21 Work Plan proposed by Staff will be made available in packet materials prior to the May 4, 2020 meeting.

The 2020 Annual Indicator Report compiles data available as of January 2020 to provide trend analysis of the 20 indicators related to the 3 Common Values of Community Character outlined in the Comprehensive Plan.

RECOMMENDATION: None; the 2020 Indicator Report is meant for presentation of data analysis, discussion, and reflection. A recommendation from Staff will come at the time of the Work Plan discussion at the May 4, 2020 meeting.

ATTACHMENTS

- 2020 Annual Indicator Report

STAKEHOLDER ANALYSIS

The entire Town of Jackson/Teton County community is a stakeholder and staff invites feedback from any community member or organization.

PUBLIC COMMENT

No public comment on the Indicator Report has been received by Planning Staff up to the date this staff report was released.

FISCAL IMPACT

Contract with OPS Strategies not to exceed $21,350.

STAFF IMPACT

80 hours of staff time.

LEGAL REVIEW

County: Graham.
Town: Not required.

SUGGESTED MOTIONS

Town Council: I move to continue this item to the May 4, 2020 Joint Information Meeting where a decision on the Fiscal Year 2021 Implementation Work Plan will be considered.

Board of County Commissioners: I move to continue this item to the May 4, 2020 Joint Information Meeting where a decision on the Fiscal Year 2021 Implementation Work Plan will be considered.

2020 Annual Indicator Report

March 16, 2020

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The Jackson/Teton County Comprehensive Plan, adopted in 2012, sets a community vision based on 3 Common Values of Community Character: Ecosystem Stewardship, Growth Management, and Quality of Life. It also establishes an adaptive management program that requires the community to regularly ask: are we living our values?

An Indicator Report is produced every year as a check-in on the community's progress toward achieving our Vision. Through the annual presentation and analysis of 20 indicators tied to our Common Values, we can better understand how we are measuring up to Comprehensive Plan goals and inform annual Work Plans to direct progress where it is most needed.

This report begins with Planning Staff's overall perspective on the data analyzed. Next, each of the three Common Values is assessed by analyzing its associated indicator data. Each section concludes with suggestions for next steps to improve our performance in each Common Value.

Are We Living Our Values?

The 2020 Indicator Report is unique in that it is being released at the same time the community is finalizing its first Growth Management Program (GMP) Review and Comprehensive Plan Update. As part of this project, in October 2019 the Town of Jackson and Teton County released a detailed analysis of the community's implementation of the Comprehensive Plan from 2012 to 2019 entitled, "The Comp Plan Seven Years Later: Are We on Track?" Since release of that analysis, the community has been developing and considering Comprehensive Plan updates to address the trends identified in that analysis. In continuity with that effort, the trends and discussion in this report echo the key trends identified in the October 2019 analysis.

Greenhouse Gas Emissions are Increasing. Climate change is one of the major threats to the health of our ecosystem and our quality of life. Our greenhouse gas emissions contribute to climate change and have increased 17% since 2008. This growth rate is less than our effective population growth rate but does not support our goal of reducing emissions community-wide. Travel and home energy consumption choices are some of the day-to-day things we can change to reduce emissions. Other goals, like housing the workforce locally, will also limit travel-related emissions.

Demand for Housing Continues. Regarding workforce housing, the community both acknowledges progress made and identifies increasing housing options as the most needed action in the community. Continued 3.4% annual job growth and the reduction in number of workforce units as locals retire mean housing that is affordable to a local wage-earner remains in high demand. Public sentiment is that the Town and County do not need to invent new

The Community in 5 Trends

Since Comp Plan Adoption in 2012:

- Greenhouse gas emissions grew 17% from 2008 to 2019
- In 2019 the community added 218 residential units (3rd highest growth year since 2002), 62 of which are deed restricted rentals
- Yet, the percentage of the workforce living locally remains in slow decline (57% to 56% since 2017)
- Since 2012 the median market home sale price has grown at an annual rate of 7.9% while median income has only grown at 0.9%
- 65% of new residential units built in 2019 are in Complete Neighborhoods (with 58% located in Town), bringing the total since 2012 up to 61% of new units in Complete Neighborhoods

tools—they just need to direct resources toward using the tools that exist. That sentiment is embodied in the recent trends showing housing opportunities produced under new Town zoning at a rate that hasn't been seen since the early 2000s. Also, analysis shows that the Town workforce housing bonus tool currently in place allows for 5-times more units than could ever be permitted under the community's growth cap. The zoning and tools we have in place provide market flexibility, guarantee that 1/3 to 1/2 of additional units will be workforce restricted, and locate those units in Town to utilize existing infrastructure. The next step is removing barriers and catalyzing development in existing high-density zones through impact infrastructure investment and support for projects that utilize housing incentives.

Inequality is Increasing. Another concern identified by the data analysis and public outreach efforts in October 2019 is the growing inequality in the community. The indicator trend illustrating this is the increasing cost of housing relative to median income. The October 2019 analysis identified that, while median income is only growing 0.9% annually, average income is growing 2.7% annually—which suggests that income disparity is increasing. We have long been a relatively wealthy community. However, inequality issues beyond housing cost (which is a foundational issue) are rising in the public consciousness. The next step to address these issues is defining the community's equity and inclusion ethic in the Comprehensive Plan as a foundation for action.

Development Pattern Success. Another threat to ecosystem health is the development and fragmentation of wildlife habitat—which is why the community has committed to directing development into areas of existing disturbance and infrastructure instead of relying on development of open space. Our greatest success since 2012 has been in achieving that direction. Since 2012 only 39% of new residential units have been built in rural areas, meeting the community target of less than 40%. The outlook is strong as well. Prior to 2015, 65% of future residential units were slated to be built in areas of priority habitat, scenery, and open space; today that number is only 38%. Such a shift in actual construction and potential future construction is a policy success that many communities throughout the west strive to achieve. This conservation and ecosystem stewardship achievement adds to our community's long list of such achievements.

A component of the GMP review and Comprehensive Plan update will be adoption of some new indicators, but this database of information that has been built over the past seven years will remain invaluable in both tracking and guiding the community's continued implementation of the Comprehensive Plan. This Indicator Report adds 2019 data and analysis to our database. However, in cases where 2019 data for indicators is not available, it is noted in the indicator graphs in this report.

Common Value 1: Ecosystem Stewardship

Preserving and protecting the area's ecosystem is the core of our community character. Monitoring our impacts on the ecosystem annually is an important way to ensure our growth does not compromise the health of the ecosystem. These indicators are intended to help us monitor whether we are growing as a community in a way that still preserves the abundant wildlife, quality of natural resources and scenery, open space, and climate long into the future.

- Location of Growth
- Permanently Conserved Land
- Energy Load
- Wildlife Vehicle Collisions

2018 Ecosystem Stewardship Takeaways

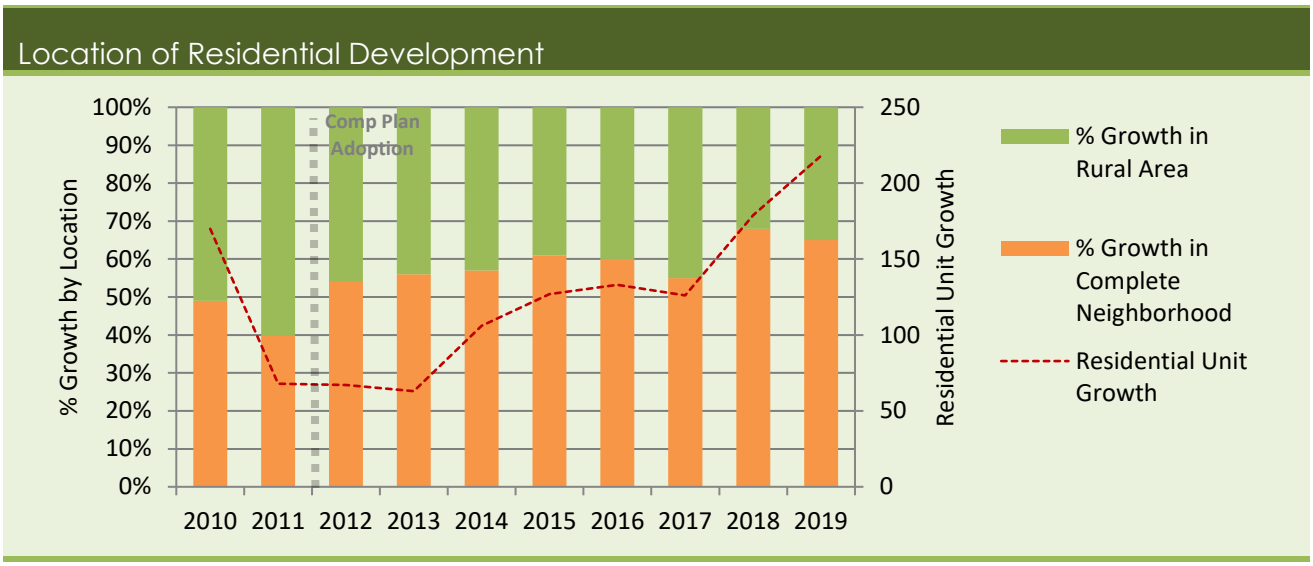
- 65% of residential units built in 2019 were in Complete Neighborhoods. 58% of 2019 units were built in Town, a single-year high going back to 2002. Since 2012, 61% of new units have been built in Complete Neighborhoods, exceeding our Comprehensive Plan target of 60% of growth occurring in previously developed areas.

- The 218 units built in 2019 is the 3rd highest annual growth number since 2002 (257 in 2006, 321 in 2004). The limiting factor in the number of units built is the construction labor force (as evident by rising construction cost). When we build multifamily housing the same construction labor force can build more units that meet our growth location goals and tend to be more affordable.
- 62% of future residential growth can be expected in Complete Neighborhoods. This is a significant accomplishment in the long-term success of the Comprehensive Plan.
- 2019 was a slow year for added conservation areas, but not because land was being subdivided and developed instead. Since 2012, growth in acres of land under conservation has been growing almost as fast (0.9% per year) as residential development (1.2% per year); and as identified above, the residential development is happening in Complete Neighborhoods not rural areas.
- Emissions from electricity have gone down due to decreases in consumption and increases in the renewable sources in Lower Valley Energy's (LVE) portfolio. Unfortunately, those decreases were offset by increases in natural gas consumption and travel emissions. Future indicator reports will estimate overall greenhouse gas emissions based on the methodology of the 2009 and 2019 Jackson Hole Inventory of Greenhouse Gas Emissions (Heede; September 8, 2019).
- Wildlife Vehicle Collisions (WVC) are trending up, but at a slower rate than vehicle miles traveled. WVC are also highly correlated with snowfall. It will be important to continue to monitor WVC to measure the impact of implementation of the Wildlife Crossings Master Plan.

Ecosystem Stewardship Indicators

Location of Growth (Goal: ≥ 60% in Complete Neighborhoods)

Locating growth in Complete Neighborhoods indicates the community's ability to direct growth out of areas of habitat, scenery, and open space and into areas of infrastructure, amenities, and vitality. Location of Growth is the primary target established in the Comprehensive Plan at this time to indicate Ecosystem Stewardship. The goal is for at least 60% of growth to occur in Complete Neighborhoods.



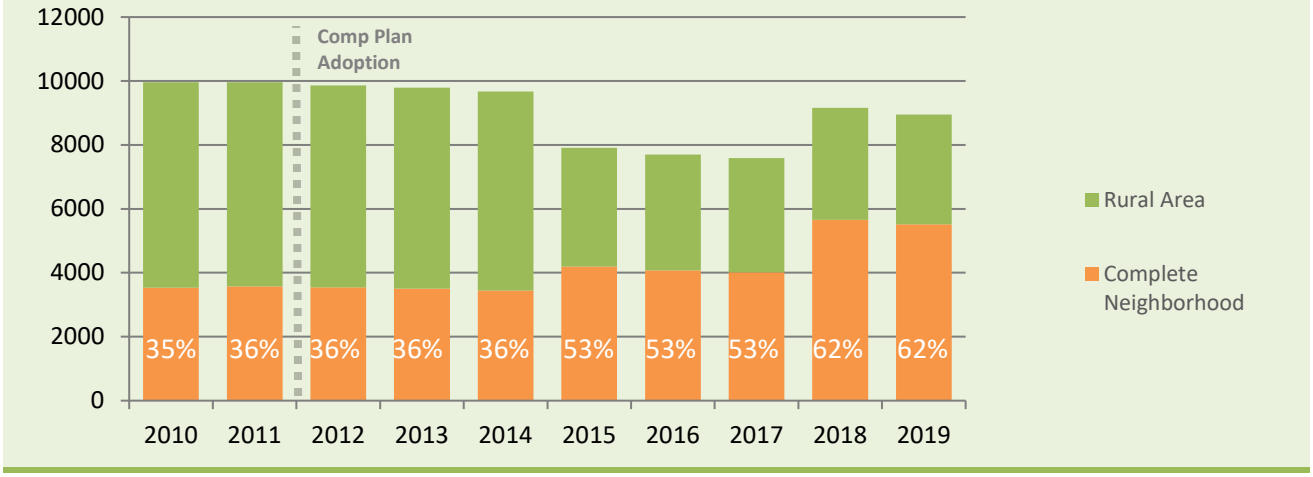
Source: Teton County and Town of Jackson Building Permits

The location of growth *potential* (defined as buildout minus what is already built) projects where future growth will occur, rather than past development patterns. Growth potential decreases as units are built. Potential is also impacted if buildout allowance is increased or decreased. The way to shift the location of growth potential is to reduce buildout in one area and increase it in another.

Definition of Potential

Potential	=	Buildout	-	Built
		(LDRs applied to all parcels as if vacant)		*(What is actually on the ground)*

Location of Residential Potential

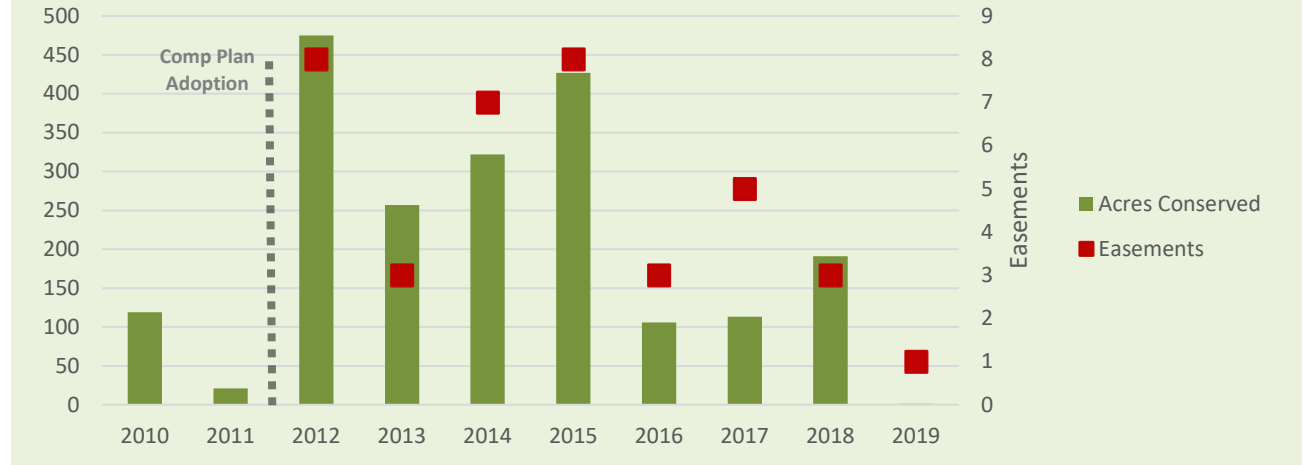


Source: Teton County and Town of Jackson

Permanently Conserved Land (Goal: Increase)

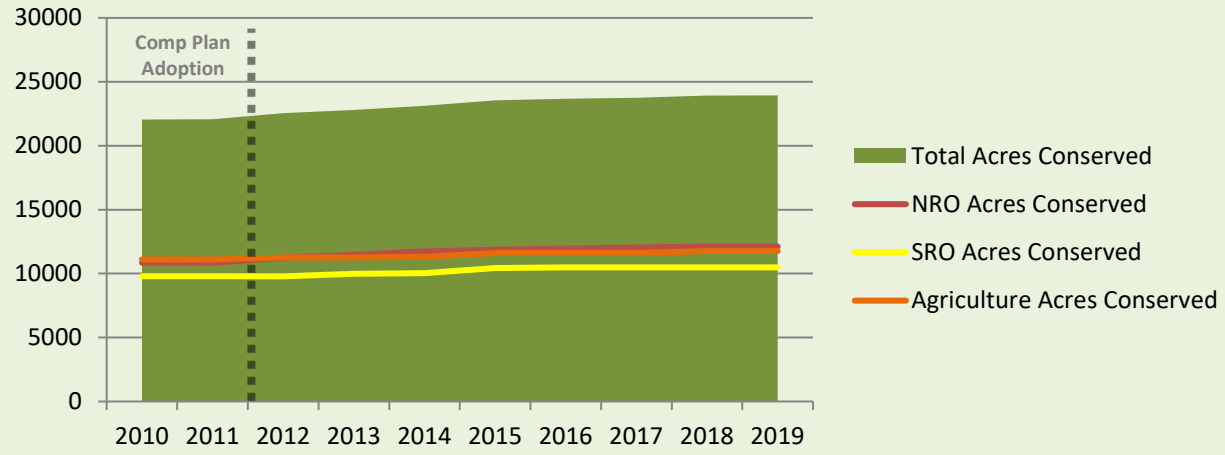
Monitoring permanently conserved land is an indicator of the community's progress in preserving areas of wildlife habitat, natural resources, scenic resources, and agricultural character. The goal of the Comprehensive Plan is to increase such conservation, although no specific conservation targets are identified.

Acres Conserved and Number of Easements by Year



Source: Teton County; Jackson Hole Land Trust; Teton Regional Land Trust

Total Acres Conserved by Conservation Value

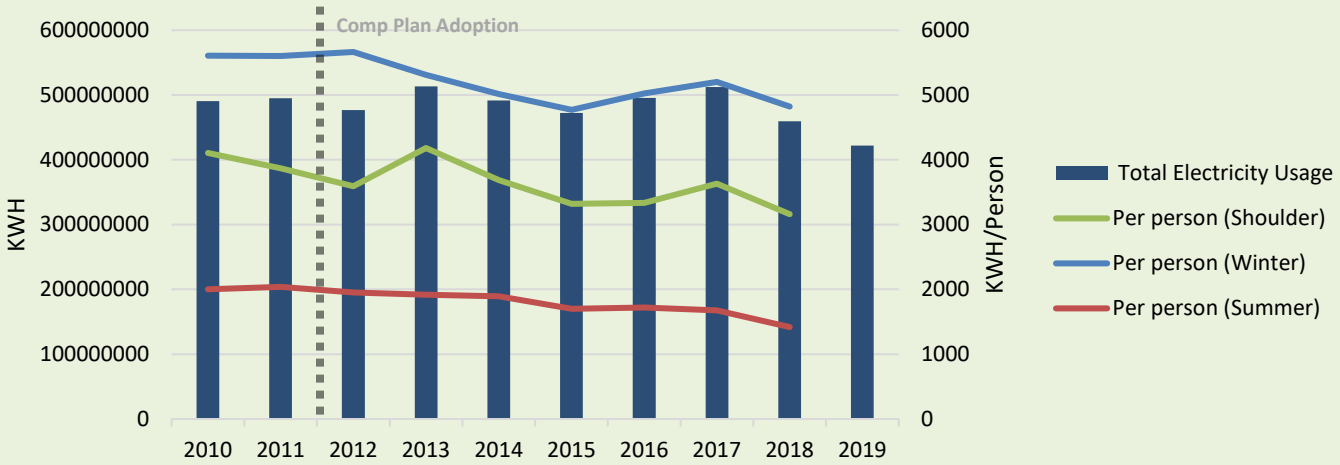


Source: Teton County; Jackson Hole Land Trust

Energy Load (Goal: Maintain)

Energy Load measures the electricity used annually in Teton County. The Comprehensive Plan establishes an objective to maintain the community's overall energy load at the 2011 level even as we grow in population.

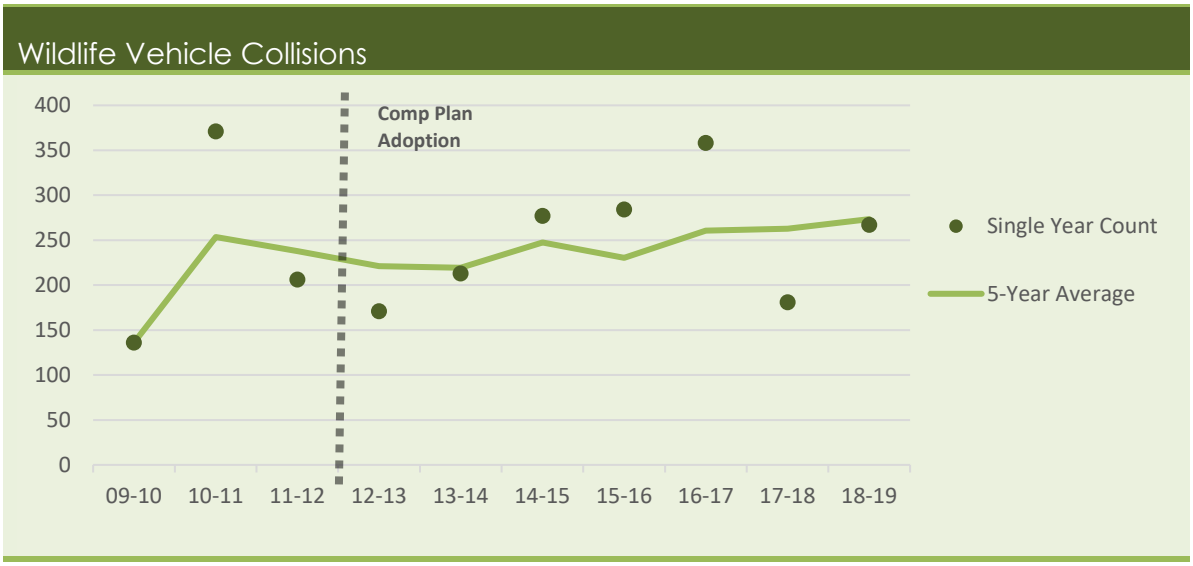
Commercial/Residential Electricity Usage & Usage per Person (by season)



Source: Lower Valley Energy

Wildlife Vehicle Collisions (Goal: Decrease)

Wildlife vehicle collisions are an indicator measuring the impacts of physical development and transportation growth on wildlife movement. It is also a measurement of the community's ability to provide safe wildlife crossings. The WVC Indicator follows the biological year (May through April) rather than the calendar year. This better captures the effects of weather patterns on wildlife.



Source: Jackson Hole Wildlife Foundation

Ecosystem Stewardship Next Steps

The next steps in ecosystem stewardship are being identified through the GMP update to the Comprehensive Plan. A draft of the updated Comprehensive Plan will be released March 20, 2020. See also the proposed 2020 Work Plan for the steps that will be taken in the next year.

Common Value 2: Growth Management

Responsible growth management means proactively planning for the community we want – with rural open spaces and high quality Complete Neighborhoods that enhance walkability and vitality. It also means proactively adapting to population growth in a way that preserves our community vision. The following indicators monitor types of development, our day-to-day population, whether we are achieving goals to keep buildout levels below 1994 buildout levels, and what initiatives are being undertaken to address growth in our community.

- Growth by Use
- Effective Population
- Buildout
- Comp Plan Implementation
- Redevelopment

Growth Management Takeaways

- The 78 apartments built in 2019 marked the 2nd highest single year increase in apartments since 2002 (147 in 2004). It is notable that the years in which we build apartments are the years with the most units added and the highest percentage of units located in Complete Neighborhoods.
- The amount of institutional floor area continues to grow faster than the amount of commercial floor area. Institutional floor area growth continues to be largely a function of construction of schools and additions to the airport.
- The fastest growing commercial use (in terms of floor area) is industrial. Industrial use is adding the most floor area of any commercial use and growing the fastest relative to the previously existing floor area.

- Summer effective population appears to be plateauing. The effective population estimate methodology is due for an update. The current methodology is likely underestimating seasonal residents and overestimating shoulder season seasonal employees.
- There are still a lot of units (2,190) in the incentive pool. Eleven units (6 market, 5 workforce) were approved using the workforce housing bonus in 2019. This number is expected to be much higher in 2020 as there are several Housing Department and private development projects in the works that will utilize the Town's workforce housing bonus.

Growth Management Indicators

Amount of Growth by Use (Goal: Monitor | GMP Trigger: 5% Residential)

Growth by Use measures the different types of development occurring in Teton County. It illustrates, for example, whether the development that has occurred in the last several years has primarily consisted of residential unit growth, lodging unit growth, or non-residential floor area growth. Residential unit growth is particularly important in the Comprehensive Plan. 5% growth in residential units from adoption of the Comprehensive Plan triggers the Growth Management Program—which our community triggered in 2017 and which is why we are currently engaged in a Growth Management Program and Comprehensive Plan Update.

Growth by Use

	2019	Growth Since 1/1/12		10-Year Growth	
Use	Growth	Amount	%	Amount	%
Non-Residential Floor Area					
Agriculture	2,520	8,058	0.8%	9,066	1%
Outdoor Recreation	4,233	34,601	10.2%	37,235	11%
Restaurant/Bar	547	38,241	9.4%	46,793	12%
Office	18,066	65,148	5.1%	82,786	7%
Retail	-2,945	76,221	4.8%	81,241	5%
Industrial	32,115	141,586	10.0%	155,332	11%
Institutional	63,676	234,205	12.1%	330,483	18%
Non-Residential Floor Area	118,212	598,060	7.5%	742,932	10%
Residential Units					
Agriculture	0	2	0.9%	2	1%
Detached Single Family Dwelling	103	632	10.7%	773	13%
Attached Single Family Dwelling	37	152	8.2%	231	13%
Apartment	78	233	15.1%	251	16%
Mobile Home	0	0	0.0%	0	0%
Residential Units	218	1,019	10.3%	1,257	13%
Guesthouse	38	169	22.3%	210	29%
Lodging Units					
Conventional Lodging Units	3	322	5.5%	358	6%
Lodging Units	3	322	5.5%	358	6%

Source: Teton County and Town of Jackson

Effective Population (Goal: Monitor)

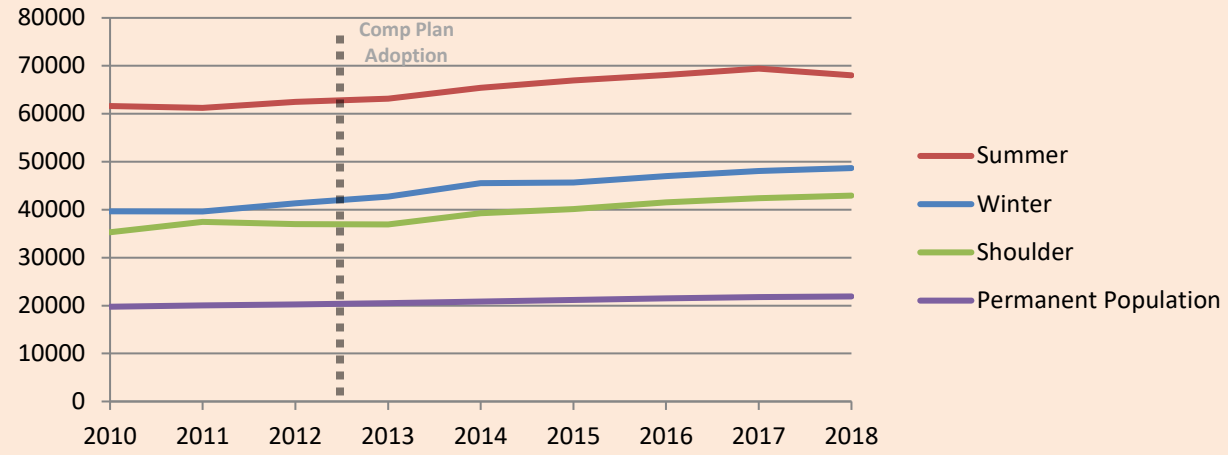
Effective population indicates the true, day-to-day number of people in Teton County, considering not only permanent residents, but also commuters, seasonal residents, seasonal workers, and visitors. Effective

population is an important indicator to monitor because it more accurately represents the number of people who are impacting community facilities and resources in Teton County, and is the number used when calculating per capita energy use and START ridership.

2018 Effective Population	Summer	Winter	Shoulder
Permanent Residents	21,906	21,906	21,906
Daily Commuters	7,863	7,863	7,863
Seasonal Residents	3,890	2,646	1,465
Seasonal Workers	12,231	6,854	5,947
Visitors	22,118	9,407	5,756
Effective Population	68,007	48,677	42,936

Source: American Community Survey, Bureau of Labor Statistics, Chamber of Commerce, USFS, GTNP, YNP

Effective Population by Season



Source: American Community Survey, Bureau of Labor Statistics, Chamber of Commerce, USFS, GTNP, YNP

Buildout (Goal: <1994 Levels)

Buildout measures the change in the maximum amount of development permitted on a property. Change in buildout is determined by:

- Changes to Jackson/Teton County zoning regulations;
- Conservation easements and other deed restrictions on the development of a property;
- Transfers of property ownership from a private party to federal ownership and vice versa; and
- Use of the Workforce Housing Bonus (2-for-1 Bonus) and Planned Residential Development (PRD) incentives.

In order to maximize use of the incentives, units produced using incentive tools only get counted as an increase in buildout upon project approval. The last row of the table is the number of units that are available for future use of the incentives. The incentives cannot be used if their use would make the last row greater than zero.

Changes in Buildout			
Year	Residential Units	Lodging Units	Nonresidential Floor Area
1994-2011	-564	?	?
2012	-31	0	0
2013	-12	0	0
2014	-14	0	0
2015	-2,201	0	0
2016	-76	89	94,379
2017	13	0	-30,651
2018	127	0	30,099
2019	4	-22	-9,339
2012-2019	-2190	67	84,489

Source: Teton County and Town of Jackson

Annual Comprehensive Plan Monitoring and Implementation (Goal: Complete)

Annual monitoring and implementation of the Comprehensive Plan is included as an indicator to ensure that adequate time and resources are being dedicated to Comprehensive Plan implementation. It also ensures the community is taking the time to monitor these indicators. Each year the Town and County adopt a Work Plan to allocate resources toward implementation of the Comprehensive Plan. Below is a review of all the tasks undertaken to implement the Comprehensive Plan since it was adopted in 2012.

Comprehensive Plan Implementation		
Task	Date Complete	Comp Plan Strategies Implemented
Land Development Regulation Updates/Studies		
Housing Nexus Study	October 2013	5.3.S.1
Vegetation Mapping	December 2013	1.1.S.1
Joint LDR Restructure	December 2014	3.3.S.2, 3.3.S.3
County Rural LDRs Updates	December 2015	1.4.S.1, 1.4.S.2, 1.4.S.3, 3.1.S.1, 3.1.S.2, 3.3.S.2, 3.3.S.3
Town District 2 and LO Zoning	November 2016	4.1.S.1, 4.2.S.2, 4.2.S.4, 4.2.S.6, 4.4.S.3, 4.4.S.4
Focal Species Study	April 2017	1.1.S.2
Nonconformities LDRs Cleanup	May 2016	3.3.S.2, 3.3.S.3
County Nuisance LDRs	July 2016	3.1.S.1, 3.2.S.2
Town Adult Entertainment LDRs	March 2017	3.2.S.1
Exterior Lighting LDRs Update	September 2016	1.3.S.2
Town ARU Allowance	November 2016	5.2.S.2
Wildland Urban Interface LDRs	December 2016	3.4.S.2, 3.4.S.3
2016 LDR Cleanup	January 2017	3.3.S.2, 3.3.S.3
Housing Mitigation LDRs	July 2018	5.1.S.1, 5.2.S.2, 5.3.S.2, 5.4.S.3, 5.4.S.4
Town District 3-6 Zoning	July 2018	4.1.S.1, 4.1.S.2, 4.2.S.4, 4.3.S.1, 4.4.S.3, 5.2.S.1, 5.4.S.3, 5.4.S.4
County Natural Resource LDRs	75% complete	1.1.S.3, 1.1.S.4, 1.1.S.5, 1.1.S.6, 1.1.S.7, 1.2.S.1, 1.2.S.2
Joint Comprehensive Plan Review (GMP)	90% complete	Policy 9.1.a and 9.1.d
LDR Cleanup	75% complete	3.3.S.2, 3.3.S.3

Comprehensive Plan Implementation		
Task	Date Complete	Comp Plan Strategies Implemented
Comprehensive Plan Administration		
2012 Work Plan	June 2012	Principle 9.2
2013 Indicator Report & Work Plan	May 2013	Principle 9.2
Standardize Data Collection	70% complete	Policy 9.2.a
2014 Indicator Report & Work Plan	May 2014	Principle 9.2
2015 Indicator Report & Work Plan	August 2015	Principle 9.2
2016 Indicator Report & Work Plan	April 2016	Principle 9.2
2017 Indicator Report & Work Plan	April 2017	Principle 9.2
2018 Indicator Report & Work Plan	April 2018	Principle 9.2
2019 Indicator Report & Work Plan	April 2019	Principle 9.2
Joint Comprehensive Plan Review (GMP)	90% complete	Policy 9.1.a and 9.1.d
Joint Public Engagement	Continuous	3.3.S.1
Other Coordination	Continuous	
Integrated Transportation Plan (ITP) Implementation		
ITP	September 2015	7.1.S.1, 7.1.S.4, 7.1.S.6, 7.1.S.8, 7.1.S.9
Town Community Streets Plan	April 2015	7.2.S.1
Town District 3-6 Parking Study	December 2017	4.1.S.1, 4.1.S.2, 5.4.S.3, 7.3.S.1
Joint Regional Traffic Model	January 2019	7.2.S.6
Downtown Parking Study	July 2019	4.1.S.1, 4.1.S.2, 5.4.S.3, 7.3.S.1
ITP Update	75% complete	7.1.S.1, 7.1.S.4, 7.1.S.6, 7.1.S.8, 7.1.S.9
Housing Action Plan Implementation		
Housing Action Plan (HAP)	November 2015	5.4.S.1, 5.4.S.2
Housing Authority Restructure	December 2016	HAP: 1
2016 Housing Supply Plan	October 2016	HAP: 2
Housing Rules and Regulations	July 2018	HAP: 3B
2017 Housing Supply Plan	November 2017	HAP: 2
2018 Housing Stock Portfolio	75% complete	HAP: 2F
Online Intake Form	February 2018	HAP: 2F, 3C, 4B
2018 Housing Supply Plan	June 2018	HAP: 2
2019 Housing Supply Plan	April 2019	5.4.S.1
2020 Housing Supply Plan	January 2020	5.4.S.1
Update Nexxus Study	10% Complete	5.3.S.1

Redevelopment vs. New Construction (Goal: Monitor)

Redevelopment vs. New Construction is an indicator intended to measure the balance between redevelopment of existing, developed sites and new construction on vacant sites. This indicator was intended as measure of whether redevelopment in Town and other Complete Neighborhoods is being achieved and for what purpose. However, a reliable methodology has not been developed and the GMP Review recommends replacing this indicator.

Growth Management Next Steps

The next steps in growth management are being identified through the GMP update to the Comprehensive Plan. A draft of the updated Comprehensive Plan will be released March 20, 2020. See also the proposed 2020 Work Plan for the steps that will be taken in the next year.

Common Value 3: Quality of Life

The first two Common Values of the Comprehensive Plan – Ecosystem Stewardship and Growth Management – work to protect the natural character and the physical character of the community. The third Common Value – Quality of Life – works to protect the emotional aspect of our character. We identify as a diverse community with many different lifestyles and employment opportunities. We value the ability for all residents to have access to a spectrum of employment opportunities, affordable housing, and safe, efficient transportation. The indicators below evaluate our progress towards achieving the Quality of Life vision outlined in the Comprehensive Plan.

- Local Workforce
- Housing Affordability
- Workforce Housing Stock
- Jobs, Housing Balance
- Lodging Occupancy
- Employment by Sector
- Vehicle Miles Traveled
- START Ridership
- Trips by Walk/Bike
- Level of Service

Quality of Life Takeaways

- After 4 years (from 2014-2017) of 57% of the workforce living locally, the percentage dropped in 2018 to 56%. This decline was due to the continued 3.4% annual job growth that was not matched by equivalent growth in local workers. In the GMP review it was identified that the Housing Action Plan uses a different benchmark estimate of the local workforce than the indicator report. Using the Housing Action Plan benchmark the percentage of the workforce living locally is 60%. But, importantly, the trend is the same – jobs are growing faster than employees that live locally and therefore the percentage of the workforce living locally is declining. The Housing Nexus Study update to be completed in 2020 will identify an updated methodology for use in next year's Indicator Report to alleviate the discrepancy so that we can produce a more robust and reliable methodology.
- The price of a single-family home (as reported by David Viehman in the 2019 Year End Hole Report) hit an all-time high relative to income in 2019 with the average sale price at $2.62 million and the median sale price at $1.74 million.
- The median price of all home sales (as reported by the Teton County Assessor) is approaching the all-time high relative to income that was achieved at the peak of the housing bubble in 2008.
- Jobs continue to grow far faster (3.4% annually) than housing units (1.2%), lodging units (0.7%), commercial floor area (0.9%), institutional floor area (1.4%). While the term "growth" tends to be synonymous with physical construction in the Comprehensive Plan and community conversation, the growth that is driving change in the community is less physical and more of an increasing demand for service—i.e. the type of growth we may feel more than we see.
- Job growth is also far outpacing wage growth – median income has only grown 0.9% annually.
- Vehicle Miles Traveled have grown overall and per capita. There will be spikes and regressions over the years, but if the trends continue, it does not bode well for the community's emissions goal.
- The increase in traffic is being driven by increases in winter and shoulder season driving. This is consistent with increasing lodging occupancy and effective population in the winter and shoulder seasons.
- After years of START ridership increases correlating with effective population increases, there has been a notable increase in winter per capita START ridership. If the trend continues, we will get closer to the community's transportation goals.

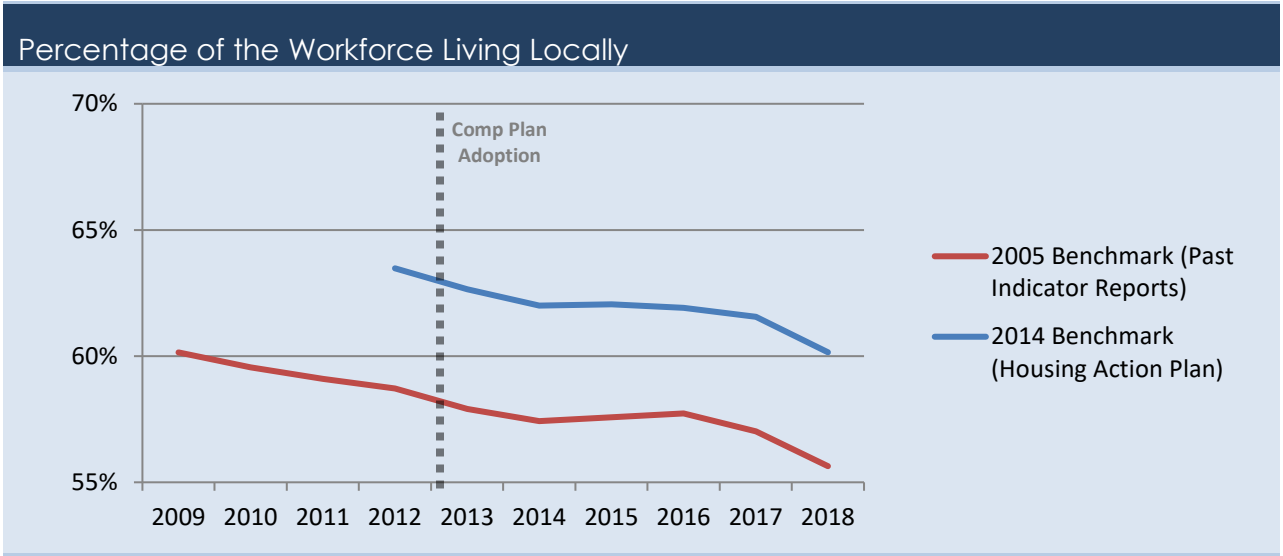
- The other good news in terms of the community's mode shift goal away from single-occupancy vehicle travel is the continued increase in the number of trips made by walking or biking. This trend has shown consistent progress since 2012.

Quality of Life Indicators

Local Workforce Percentage (Goal: ≥ 65%)

The Comprehensive Plan establishes a goal of ensuring at least 65% of the workforce lives locally to maintain the "community first, resort second" character of the valley. When the community identified loss of local workforce as an important issue in the early 90s, over 85% of the workforce lived locally. The percentage of the workforce living locally is the primary target for achieving the Quality of Life envisioned in the Comprehensive Plan.

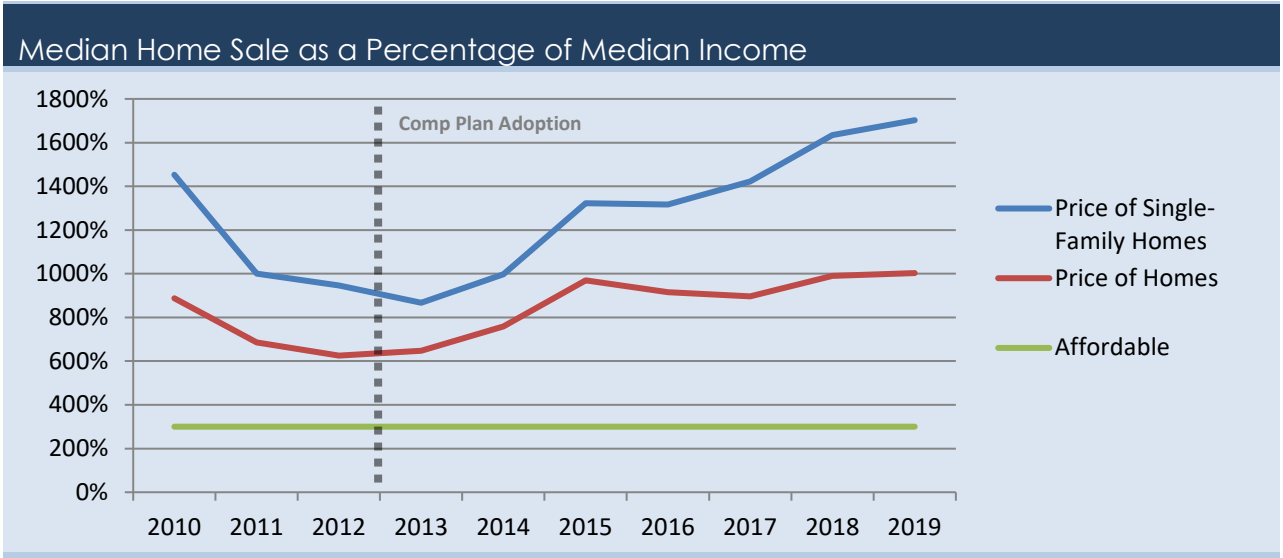
In 2019 it was identified that the Housing Action Plan uses a different benchmark (2014 regional housing needs assessment) than the past indicator reports (2007 local housing needs assessment). The benchmark used does not affect the trend but does affect the reported percentage. The trend is based on the relationship between job growth and local worker growth. A "local worker" is defined as a member of our workforce that lives within the boundaries of Teton County, as opposed to a commuter from Alpine, Driggs or another neighboring community. Part of the purpose of the upcoming 2020 Housing Nexus Study is to rectify the benchmark discrepancy and make any necessary updates to the trend analysis. Next year's indicator report will use the method identified in the 2020 Housing Nexus Study so that we can report a reliable single percentage.



Source: US Bureau of Labor Statistics, US Bureau of Economic Analysis

Affordability of Housing (Goal: Monitor)

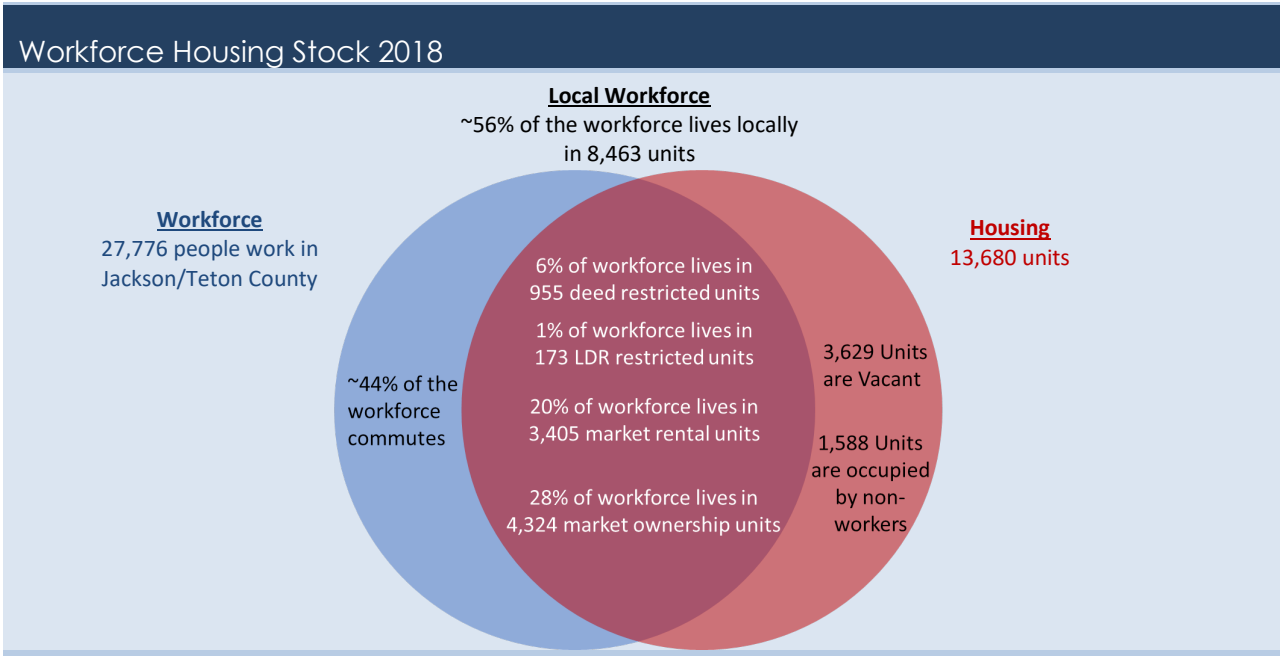
Housing affordability has long been considered a primary reason for the loss of the local workforce. The community monitors this indicator to understand the relationship between affordability and the number of workers living locally. A home sale that is no greater than 300% of income is considered affordable. In 2015, for example, that ratio means that the median home sold was only affordable to a family making more than three times the median income.



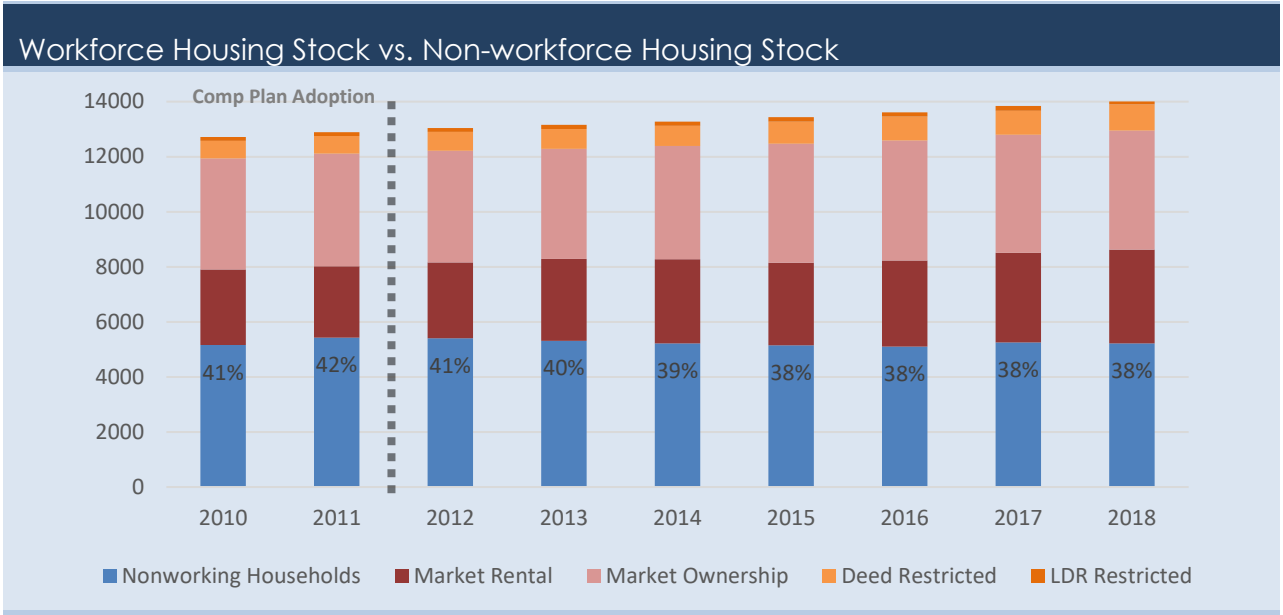
Sources: HUD, Teton County Assessor, David Viehman

Workforce Housing Stock (Goal: Monitor)

Workforce Housing Stock measures the percentage of housing units that are occupied by the workforce. Given that housing affordability is one of the primary causes for loss of local workforce, it is important to understand the types of residential units that are occupied by the workforce in relation to the type of development that is being allowed and built.



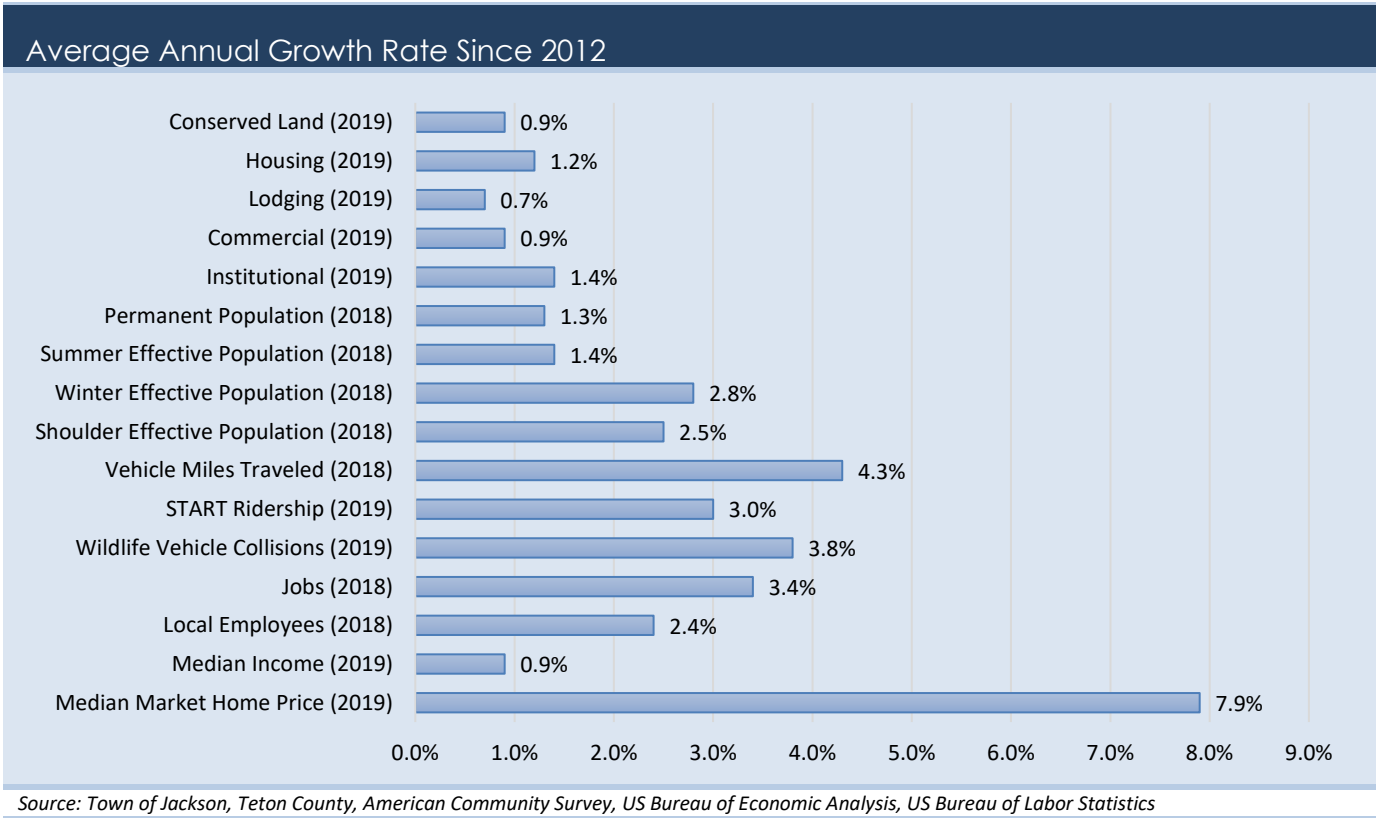
Sources: Bureau of Economic Analysis, assuming 1.2 jobs per person; 2015 5-Year American Community Survey, data adjusted to fit 2010 Decennial Census; Bureau of Economic Analysis, Bureau of Labor Statistics, 5-Year American Community Survey Selected Economic Characteristics



Sources: Teton County Housing Department, Teton Community Housing Trust, Habitat for Humanity, Bureau of Economic Analysis, 5-Year American Community Survey Selected Economic Characteristics

Jobs, Housing Balance (Goal: Monitor)

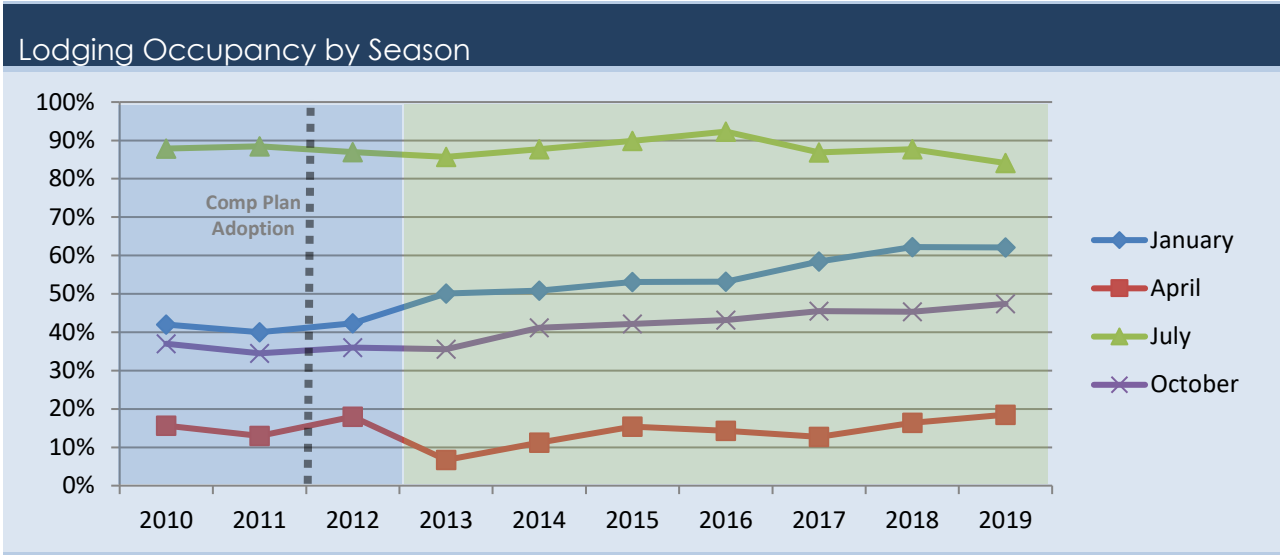
The Jobs, Housing Balance Indicator measures the relationship between various indicators. It is used to gain insight into how indicators are correlated with one another.



Source: Town of Jackson, Teton County, American Community Survey, US Bureau of Economic Analysis, US Bureau of Labor Statistics

Lodging Occupancy by Season (Goal: Increase)

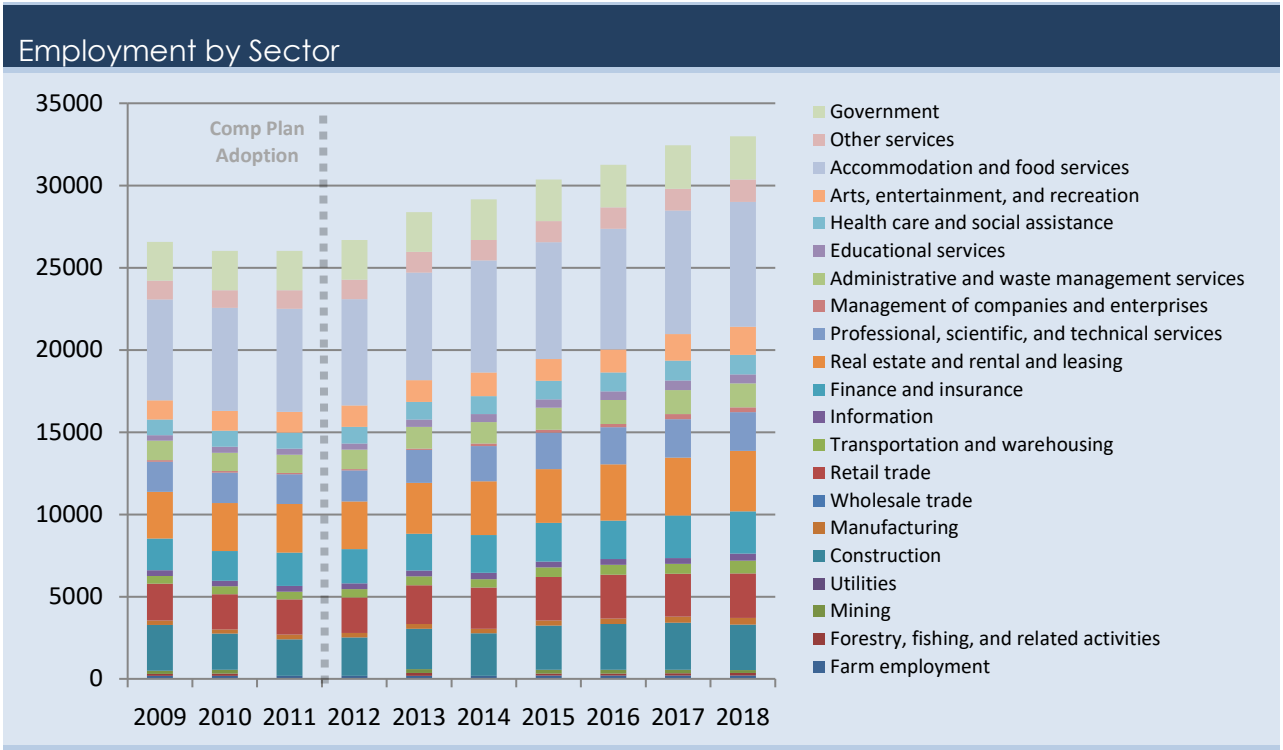
Lodging Occupancy by Season measures the percentage of lodging units that are occupied in Teton County. The Comprehensive Plan identifies a goal of improving shoulder season occupancy to utilize existing lodging capacity and increase economic activity.



Source: 2007-2012 Data from Rocky Mountain Lodging Report. 2013-2019 Data from the Jackson Hole Chamber of Commerce using improved methodological procedures.

Employment by Sector (Goal: Monitor)

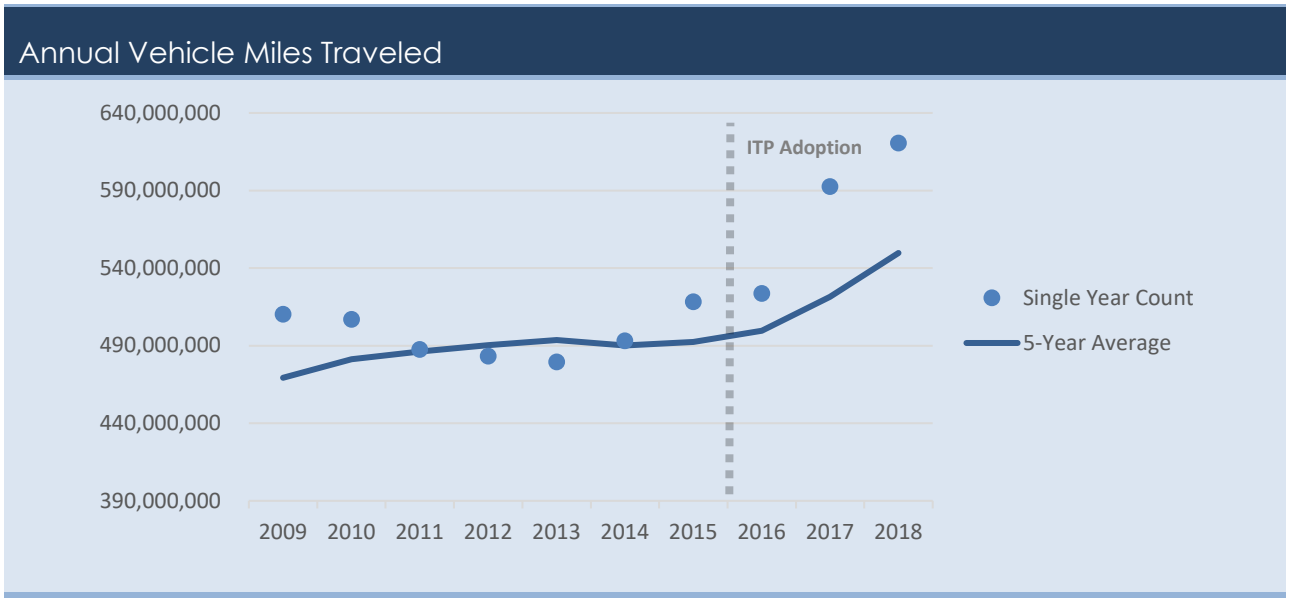
Employment by Sector measures the diversity of employment opportunities in the community. It shows not only when there were declines in employment opportunities (see years 2009-2010 in the chart below), but also shows variability in different employment sectors.



Source: US Bureau of Economic Analysis

Vehicle Miles Traveled (Goal: ≤ 560,000,000 in 2035)

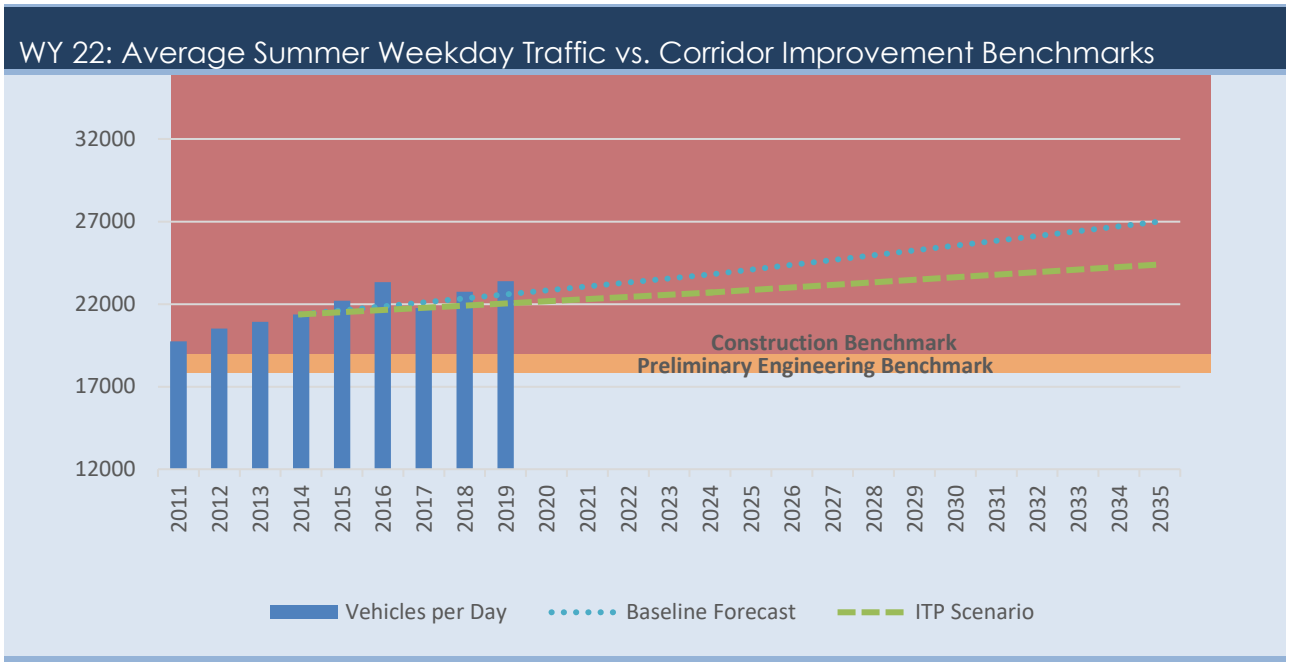
Vehicle miles traveled is a measurement of how many miles are driven within Teton County on an annual basis. It helps us understand if we are achieving Comprehensive Plan goals of meeting transportation demands through alternative transportation modes such as transit, cycling, and walking.



Sources: ITP Dashboard, WyDOT

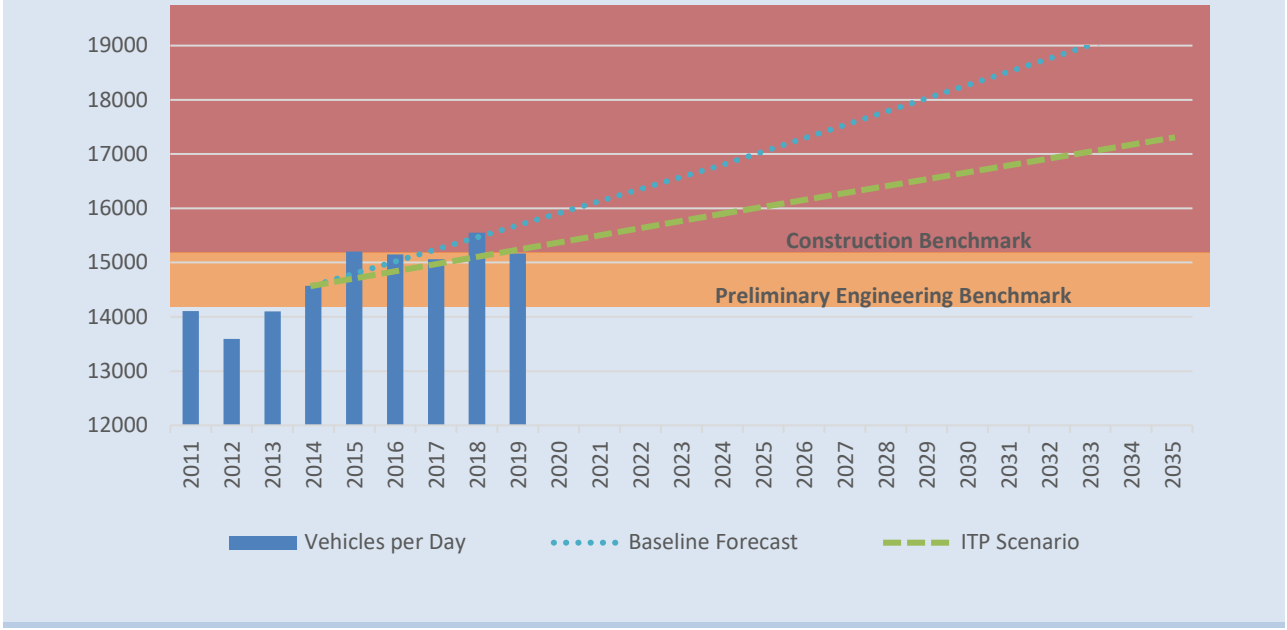
Corridor Improvement Benchmarks

The Corridor Improvement Benchmarks are a series of 3 indicators that monitor the number of vehicles per day on Highway 22, the Moose-Wilson Road, and US 26 against corridor improvement benchmarks identified in the Integrated Transportation Plan (ITP). Once these benchmarks are reached, a suite of capital improvement projects in the respective road corridor is triggered.



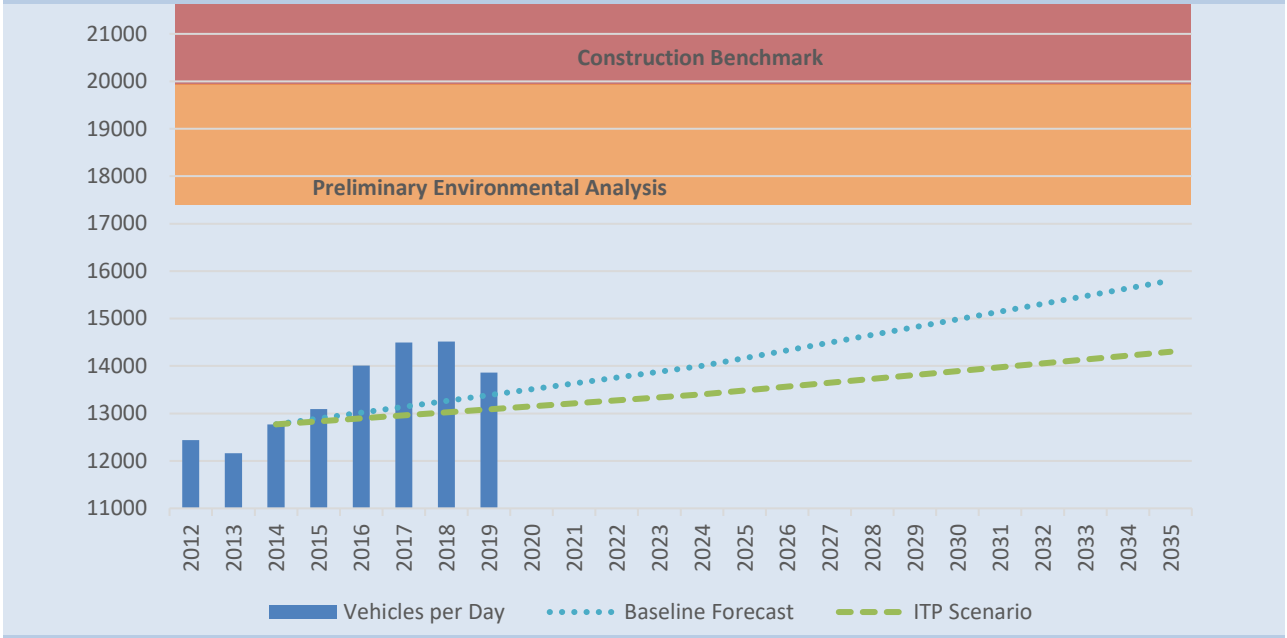
Source: WYDOT

Moose-Wilson: Average Summer Weekday Traffic vs. Corridor Improvement Benchmarks



Source: WYDOT

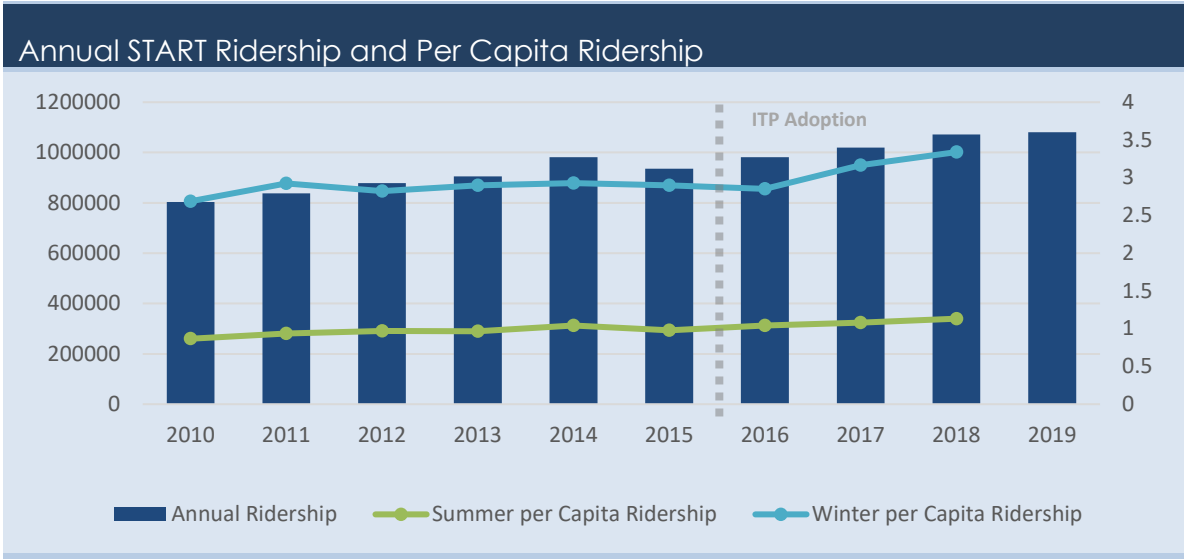
US 26: Average Summer Weekday Traffic vs. Corridor Improvement Benchmarks



Source: WYDOT

START Annual Ridership (Goal: ≥ 3,600,000 by 2035)

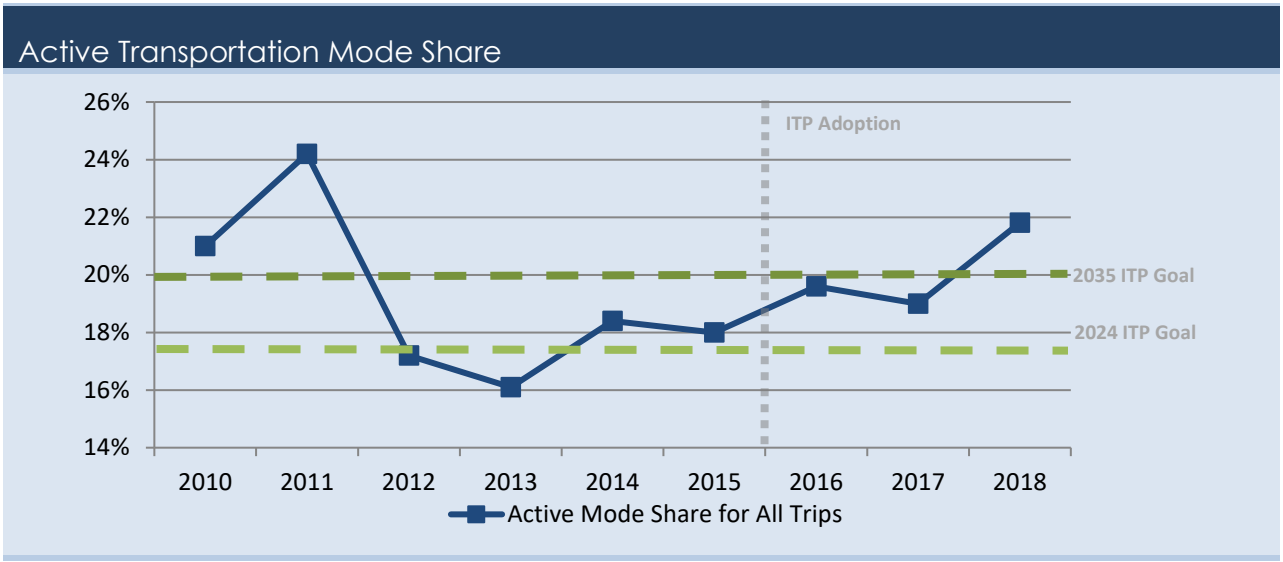
START Annual Ridership measures the annual number of trips made on public transit. The Integrated Transportation Plan establishes objectives of achieving 1.8 million riders in 2024 and 3.6 million in 2035.



Source: START

Active Transportation Mode Share (Goal: ≥ 20% by 2035)

Active Transportation Mode Share measures the percentage of trips made by walking or cycling. The Integrated Transportation Plan identified active transportation mode share goals of 18% by 2024 and 20% by 2035.



Source: ITP Dashboard, American Community Survey

Level of Service (Goal: Monitor)

While the Town and County continue to transition toward budgeting that is based on maintaining level of service, standard definitions and metrics for each community service have not yet been developed.

Quality of Life Next Steps

The next steps for quality of life are being identified through the GMP update to the Comprehensive Plan. A draft of the updated Comprehensive Plan will be released March 20, 2020. See also the proposed 2020 Work Plan for the steps that will be taken in the next year.